

**U.S. FINANCIAL INVOLVEMENT IN RENOVATION
OF U.N. HEADQUARTERS**

HEARING

BEFORE THE

FEDERAL FINANCIAL MANAGEMENT, GOVERNMENT
INFORMATION, AND INTERNATIONAL
SECURITY SUBCOMMITTEE

OF THE

COMMITTEE ON
HOMELAND SECURITY AND
GOVERNMENTAL AFFAIRS
UNITED STATES SENATE

ONE HUNDRED NINTH CONGRESS

FIRST SESSION

JULY 21, 2005

Printed for the use of the Committee on Homeland Security
and Governmental Affairs



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U.S. FINANCIAL INVOLVEMENT IN RENOVATION OF U.N. HEADQUARTERS

THURSDAY, JULY 21, 2005

U.S. SENATE,
SUBCOMMITTEE ON FEDERAL FINANCIAL MANAGEMENT,
GOVERNMENT INFORMATION AND INTERNATIONAL SECURITY,
OF THE COMMITTEE ON HOMELAND SECURITY
AND GOVERNMENTAL AFFAIRS
Washington, DC.

The Committee met, pursuant to notice, at 2:34 p.m., in room SD-562, Dirksen Senate Office Building, Hon. Tom Coburn, Chairman of the Subcommittee, presiding.

Present: Senators Coburn and Dayton.

OPENING STATEMENT OF SENATOR COBURN

Senator COBURN. The Federal Financial Oversight Committee will come to order.

The topic of this hearing is one that many are interested in. There is not a debate on whether or not there needs to be structural repair and reform and remodeling of the U.N. headquarters. This is not intended to be a hearing where we take advantages of the weakness in operation that are noticed and recognized, and the problems inherent in some of the management difficulties, but rather the purpose of the hearing is to look at the Federal taxpayers, who are going to pay a large portion of this over the next 30 years, are getting value for the dollars. The American people are quite generous. It is the obligation of the U.S. Congress and this Subcommittee, Federal Financial Management in particular, to review and to look at the costs associated with our participation in this organization.

In 1952, the United Nations complex cost \$65 million to build. In today's currency that is a little less than \$500 million. Today, the U.N. occupies seven buildings located in downtown Manhattan, New York, spanning over 2.6 million square feet and housing office space for thousands of employees.

It is anticipated that the renovation would include the remodeling of the General Assembly, the Conference Building, the Library and 39 floors of the U.N. Secretariat. To renovate the complex, the U.N. is asking the American taxpayers to provide a loan in the sum of \$1.2 billion. Over the life of that loan that will come to over \$600 million in cost to the American taxpayer.

The purpose of this hearing is to examine that price-tag and determine if the loan would meet the standards that this Subcommittee demands of all Federal expenditures: Accountability,

transparency, fair and open competition, spending discipline, and priority-setting.

U.S. commitment to the U.N. is already more than most people realize—\$3.8 billion just this last year. That is almost a million dollars for every U.N. staffer occupying the Manhattan headquarters. Americans are a generous people, but when a recent Luntz poll in July 2005 asked a random sample of Americans how they felt about this loan, 69 percent opposed it, and over half of the respondents strongly opposed it.

Americans expect Congress to look closely at major expenditures like this, and that is what this Subcommittee is about. This is our 10th hearing on Federal spending in this Congress, and we take oversight very seriously. We are committed to accountability at all levels of the Federal Government and all levels in which this government is involved.

The first principle of accountability is transparency. I would like to talk about transparency at the U.N. for a moment. Unlike our Federal agencies, the U.N. rarely makes any of its internal audits public. It simply declares its audits to be sufficient without supplying proof. Secretary General Kofi Annan's spokesman is on the record as bragging that the Oil-for-Food Program had been "audited to death." But these audits were only released under intense pressure from the U.S. Congress.

That culture of secrecy continues today. The U.N. has not cooperated in good faith with this Subcommittee's investigation. The U.N. has kept details of competition for contracts in the dark. We do not know how or why the contractors who won awards were selected over other bidders. We cannot even get a straight answer on the size of those contracts. Was the contract for the design work on the renovation \$8 million, \$33 million, or \$44 million as claimed by Fox News based on internal U.N. documents?

Another principle is timeliness. That is a core principle of accountability. Our relationship with the U.N. needs to be a two-way dialogue. The U.N. is asking for a massive loan from the American taxpayers. When Congress asks for information about that loan, we expect to receive it in a timely fashion. As of this morning, the U.N. had still not submitted its testimony to the Subcommittee. That is understandable. That happens a lot from our own Administration. But it is still not a good way for us to be able to do an effective job in evaluating the information given to this Subcommittee.

Another building block of accountability is spending discipline. This loan will not exactly be paid back in full to the American people. The loan will be paid back by the U.N., and the U.S. is the largest contributor to the U.N. budget. What that means is that Americans will be paying themselves back, with interest. After interest accrues on this loan over 30 years, Americans will have been on the hook for in excess of a half a billion dollars. It also means that dollars which pay for things that are not necessary and are not needed for the servicing of this loan, will not be available for core U.N. missions like food, water, development, treatment of diseases, malaria, or HIV.

I note that no other country has stepped up to offer help with this loan. Until recently, until last year's Omnibus bill, there was

a statutory ban for the U.S. Congress and this government in terms of participating in such borrowing. Conveniently, that law was repealed in the 2005 appropriation process.

With the Federal deficit encroaching on the future of our children and our grandchildren, the Medicare and Social Security programs actually in the tank in the very near future, this loan to the U.N. is a serious commitment of money and time, and it requires an equally serious commitment to oversight by Congress.

When leading experts in real estate development publicly criticize the U.N. renovation project, Congress has to pay attention. We have been told that this project should be half the cost the U.N. is citing. Let us look at the breakdown on those costs. Labor and materials bring the cost to \$482 million, but contingency fees and other fees on top of that core are driving the overall cost up over a billion dollars. We will look under the hood a bit today and examine some of that padding.

But this will not be the end. Congressional oversight on this project is only beginning. Before we write checks for any loan, Congress needs to be convinced that fair and open competition has occurred, and that every item in the renovation plan is critical to the U.N.'s core central missions. That may mean some hard choices need to be made, because another principle of accountability is priority-setting. Does the U.N. really need \$1.2 billion to refurbish this building, or could the essential renovations be completed at a much lower cost?

We might not be paying such close attention if it were not for the regrettable fact that the U.N.'s credibility on financial management is at an all-time historic low. Is the Oil-for-Food scandal simply a symptom of systemic mismanagement? U.N. election monitors failed to prevent election fraud in Venezuela. U.N. Peacekeepers are now infamous for raping civilians rather than protecting freedom. In these cases and others, the U.N. has demonstrated an accountability deficit in matters of life and liberty, sound procurement, and program management. I wonder if this is really the best time for the U.N. to pass the collection plate around America, asking the taxpayers to once again open their wallets for what looks, to many outside observers, like a corruption-riddled bureaucracy.

The loan matters, because we can not forget the important mission of the U.N. Will an investment in a new building really buy the world more consensus in the Security Council? Will better conference space lead to more international cooperation after natural disasters? Or would they believe that, if only the U.N. 6,000 annual meetings were held in nicer, more climate-controlled, more secure rooms, that the world would find the will to stop the genocide in Darfur? Would the U.N. be able to end child abductions in Northern Uganda, forced abortions in China, or religious persecution in Saudi Arabia? Might there be needs more pressing than excessive contingency fees on the renovation project?

I believe that our Nation, and this Congress in particular, will be judged for how we steward the vast dollars that are entrusted to us. Ultimately, this renovation must help the U.N. fulfill its core mission—to bring help, hope, freedom and peace to the darkest corners of the earth. All renovation expenditures must be justified in the context of that most urgent mandate.

I look forward to hearing from our witnesses today as Congress tries to determine if sound justification can be made for the cost of this renovation and the proposed U.S. loan. All our witnesses have traveled from New York City, with the exception of our Senators, and I am very pleased to welcome them, and I thank them very heartily for their willingness to participate.

Senator you will be recognized for an opening statement.

OPENING STATEMENT OF SENATOR DAYTON

Senator DAYTON. Thank you, Mr. Chairman. Thank you for holding this hearing. I commend you for the discipline you are imposing on this process and for your oversight. I could not agree with you more, it is important to make sure that every dollar that is asked of the American taxpayer is well expended. I am glad that you recognize appropriately near the conclusion of your remarks the enormous importance of the United Nations. It is probably unfortunate that right now is the time for this transaction because of some of the practices of the United Nations programs that have come to light. My colleague, good friend from Minnesota, Senator Coleman, has chaired one of the Subcommittees that has looked into that and I sit on that Subcommittee.

I think it is very important for all of us here to separate the practices of the United Nations from the institution of the United Nations and to recognize that as important as it has been in the last 60 years, despite its deficiencies which need to be overcome, it is going to be even more critical over the next 60 years.

If we think the cost of this loan is expensive, we should look at the cost of war, cost of unilateral engagement in war, which we are learning in Iraq, versus a multinational approach under the auspices of the United Nations. We talk about Darfur and others, places where to be effective, to bring about any possibility of peaceful resolution, not to mention eradication of hunger and famine and disease, pestilence through the world, we are going to have to do a better job to be sure, but we are going to have to do it with other nations, and the United Nations is vital to that.

It is a great symbol of our leadership in the world, that it has been originated and is housed in the United States, in New York. It is a phenomenal asset to the city. It brings people from around the world. It enhances the city. It enhances our country in the leadership role which the rest of the world properly looks to us to play. The only thing worse than the United Nations as it is perhaps now is a world without the United Nations, and the United Nations not located, as it should be, in the United States.

It is important to do this project right, important to do it well. I hope this hearing will serve that purpose. Thank you.

Senator COBURN. Thank you, Senator Dayton.

It gives me great pleasure to recognize two U.S. Senators, both of which are my heroes, the senior Senator from Oklahoma, Senator Jim Inhofe, and the Senator from Alabama, Senator Jeff Sessions. You are recognized each for the length of your testimony, and which ever would like to go first is fine with me.

Senator SESSIONS. I would defer to our senior Senator and distinguished Chairman from Environment and Public Works Committee.

Senator INHOFE. You did not say senior citizen. [Laughter.]
 Senator COBURN. Senator Inhofe, you are recognized.

**TESTIMONY OF HON. JAMES INHOFE,¹ A U.S. SENATOR FROM
 THE STATE OF OKLAHOMA**

Senator INHOFE. Thank you. Mr. Chairman, I appreciate it very much, and as I have told you privately, I am glad that you are doing something about this. You and I share the same State, we hear from the same people. But I would suspect in the State of Alabama, you get the same comments that we do.

I will be very brief because we are doing our highway bill right now, and of course, as you know, I know that you have some very distinguished panel members that need to be addressing this specific subject.

Before addressing that subject, I would only mention to you that it has been my experience in the 19 years that I have been here, that the United Nations in its performance is not getting better. It has been my experience that public opinion is more and more aware, at least they call it to my attention, the problems that exist.

I have been very active in my chairmanship of the Environment and Public Works Committee and dealing with the climate control issues. It is kind of interesting that it all started with the United Nations, the Kyoto Protocol. I will not argue that issue right now, but I would say this: In the various meetings that they have had around the Nation, every year they have a meeting. It is in different places. They are fine places, Milan, Italy, for example, Mr. Chairman. I was there during one of the climate meetings sponsored by the United Nations, and I will not mention the name of the West African country, but when I talked to the person who was representing that country there, I said, "You know, I did not think you were really buying into this whole climate change argument." He said, "Oh, I am not, but this is the biggest party of the year."

I have yet to find out how much that cost, but we are talking about every year it is some exotic place. They all go in there, crowd in there, and it is the big party of the year for these people. I do not think there is really any accounting of what is going on. In fact, I made a request about 6 months ago. I said, "I would like to have an accounting, a statement as to expenditures," and I specifically asked for these things. I was told by them that I was the first one ever to have made establishment requests.

One area that I am very familiar with is Africa, as the Chairman knows. There is an organization, a part of our government called the African Development Foundation. It is something that I stumbled onto by accident, and it is one of the rare examples of just one that is operated perfectly. Every cent that goes in to incentivize businesses, small businesses, is done and is done very well. Ward Brehm is the chairman of that. I am proud that I was one who recommended him to the President, and he became chairman of that organization. Paul Kagame, a good friend of mine, the President of Rwanda, was talking about comparing the ADF, the African Development Foundation, with the various entities in the United Nations as to how much money actually gets to the problems. I am

¹ The prepared statement of Senator Inhofe appears in the Appendix on page 46.

going to submit that and have all of that in the record because there is not time to go over it all.

But when you hear things about Kofi Annan knew about Rwanda before the genocide took place, about the Oil-for-Food scandal, the sex misconduct and all of this. I happened to be up in Uganda, up at Gulu, where up there for some 25 years now one individual is heading up a group that takes kids out of their families, 14-, 12-year-old kids, teaches them how to be soldiers, and if they do not go home and murder their families, they bring them back and cut their ears off. I said, "Where is the United Nations?" They are not really addressing that problem. It has been there for 25 years.

If you look at what is happening in Western Sahara, Mr. Chairman, 175,000 people taken from their countries, and supposedly we are trying to get an accounting of how much of the money that is expended by the United Nations actually reaches Western Sahara, and I can assure you it will be very disappointing when we find out.

Now, really quickly, rather than to go into some of the things that will be in the record, I would like to say that when we were considering the Foreign Affairs Reauthorization Act, I put together 14 amendments that would require transparency, and would require business practices in the big renovation that is coming up. I am very glad that Senator Lugar and his staff agreed to accepting 11 of the 14, and then we passed the others in a modified form. Of course, that is not out yet. Hopefully that will be of some help.

In cost comparisons, because I chair the Environment and Public Works Committee, we have GSA, we deal with new buildings. We spend a lot of time trying to see how much we can get from this. I know that later on people will be testifying more specifically, but I would only say that if you take the capital master plan and look at what they are talking about in the cost of \$452 per square foot of renovation in those buildings that we have built—not renovated, but torn down old buildings, built new buildings, in the Berkland Courthouse, the Islip Courthouse, Ronald Reagan Building, and so forth. I have these listed. It is considerably less in every case to build a new building than the renovation costs that we are looking at now.

So I am hoping that you, Mr. Chairman, can get something done about this, and I hope that while we are trying to do a better job in this renovation, that we could also look at the overall problems that exist in the United Nations and address those at the same time.

I thank you very much for allowing me to appear before you.

Senator COBURN. Thank you, Senator Inhofe. Senator Sessions.

TESTIMONY OF HON. JEFF SESSIONS, A U.S. SENATOR FROM THE STATE OF ALABAMA

Senator SESSIONS. Thank you, Mr. Chairman. Thank you for your eloquent opening statement and your commitment to good management.

You are a fresh face here, and it is a fresh approach, and we need more of it. All of us in this Senate ought to feel bad that we do so little oversight, because if you do not watch the taxpayers'

money, somebody will get it and it is unlikely that you will get the full bang for the buck that we are entitled to.

Mr. Chairman, the United Nations can play a more important role in making the world a safer and better place. I am pleased its headquarters is in New York. I do not dispute the fact that the U.N. building is in need of renovation and do not oppose its renovation in principle, nor do I oppose the United States making a loan at a fair rate for that purpose.

My concern arose after a *New York Sun* news article presented shocking construction cost numbers. Importantly, the article quoted several prestigious New York developers, including Donald Trump, as saying the reported renovation cost of the 39-story building and other buildings would far exceed what they listed as the highest possible legitimate cost. To finance the renovation of the 39-story U.N. building, they are seeking a \$1.2 billion loan from the United States.

Taking the entire square footage of the project, including the parking garage, the total cost per square foot is \$453. As we calculate it, excluding the parking garage, which would be appropriate, the cost is \$568 per square foot. It is clear that renovation should cost less than new construction, but here renovation costs more than new construction. Mr. Trump built the brand new top-of-the-line, state-of-the-art 90-story Trump World Tower almost across the street for \$350 million. How could this renovation cost 1.2 billion? We hope this hearing today will provide information on this issue.

Again, Mr. Chairman, the United Nations can and has done good work in this troubled world eradicating hunger, peacekeeping missions, reducing child mortality, combating AIDS and malaria and other diseases, opposing genocide in the Sudan. But it can do much more, and it must not waste any of the precious funds entrusted to it from the world's nations, including the largest contribution, 22 percent, from the United States.

The truth is that the U.N. financial management has been poor at best. In fact, the individual who was charged with managing this renovation recently resigned after allegations of conflicts of interest. Further, I am sincerely concerned that when Mr. Trump met with the Secretary General Annan to discuss his belief and concerns about the cost, not much interest was shown in his observations.

New York is a tough place to do business. Any major project that is not managed well can result in exorbitant costs quicker than you can bat an eye. We must not allow that to happen here. Ambassador Patterson, who is our Acting U.N. Ambassador, in her statement has cited two GAO reports to defend the cost estimates. But the first GAO report was preliminary and early on and is of little value to us, but the second never purported to verify the actual cost estimates. They never went behind the papers submitted to them by the U.N. employed companies, and their report cannot tell us whether this is a \$1.3 billion project or a \$600 million project. They did not determine fair market value and could not.

Both of the firms that provided the figures to justify the cost estimates refused to provide any information to my staff when they asked. In that regard at least it is not transparent.

So there are many concerns and questions. The world's nations who support the U.N. are entitled to know this will be a well-managed project and one that does not waste one dime, and on the sweets for high officials that could be saved to help the poor, the ill, and the oppressed.

Mr. Chairman, thanks for holding this hearing. Every dollar saved can save lives around the world. Since the renovation is to be financed by a U.S. loan and since we are the host country, the United States does have a special responsibility to ensure that our distinguished guests are getting top dollar and not taken to the cleaners. I hope this hearing will make sure that happens.

Thank you, Mr. Chairman.

Senator COBURN. Thank you, Senator Sessions.

Senator Dayton, do you have any questions of our esteemed colleagues?

Senator DAYTON. I just want to thank both for their initiative and their leadership. Senator Inhofe, thank you for mentioning a good Minnesotan, a friend of mine, Ward Brehm, of the African Development Foundation. Your sponsorship was outstanding. Thank you both.

Senator COBURN. I would invite you both to be a part of the dais, and without objection, your additional comments and materials will be made a part of the record.

I believe Ambassador Patterson would like to have Mr. Burnham go ahead of her, and we would be happy to honor that. To do that we need to recess the hearing, because under U.N. protocol, they do not testify before Congress, but will give us an advisory briefing.

And with that I would like to introduce to you, when I find my script, Christopher Burnham. I want to say at the outset I have a lot of confidence in the leadership of President Bush in placing him in this position. He recognizes the significant problems that lie within the U.N. in terms of financial management, transparency, priority setting, and accountability.

And I am disappointed. I did not actually go through your testimony prior to this hearing because it was not made available to me until about an hour and 40 minutes ago. Nevertheless, I look forward to your briefing for us, and would hope that you would entertain some questions from that.

His title is the Under Secretary General from Department of Management. Prior to this position, Mr. Burnham was Acting Under Secretary of the United States Department of State for Management.

Mr. Burnham, you will be recognized, and please give us your briefing.

BRIEFING BY CHRISTOPHER B. BURNHAM,¹ UNDER SECRETARY GENERAL, DEPARTMENT OF MANAGEMENT, UNITED NATIONS

Mr. BURNHAM. Mr. Chairman, thank you very much. I do apologize that the testimony was not up here sooner. I wrote it myself. As you point out, the President recommended me for this position,

¹The prepared statement of Mr. Burnham with attachments appears in the Appendix on page 59.

although Kofi Annan selected me for this position, and as such, having served in the Bush Administration for the last 4 years, my family is down here, and without pulling too many heartstrings, I went home last night to see my 5- and 7-year-old daughters and my 10-year-old son, and that interrupted the completion of my drafting my testimony last night, so, Senator, I apologize.

Senator COBURN. That is a great excuse. [Laughter.]

It is better than the ones I get from the Administration. Thank you. [Laughter.]

Mr. BURNHAM. Mr. Chairman, Members of this Subcommittee, it is my high honor to be here, and I want you to know that anytime you want me to come back down here, either to brief you in this setting or to meet with you one-on-one individually, I am absolutely pleased to do that.

For the past 4 years, as I mentioned, I have been with the Bush Administration. This spring I resigned to take this position, and I did so because I believe in the United Nations. I believe that we need to make it a better place. I believe we need to make it a more efficient, effective, accountable, and transparent place, and a place that embraces fully, ethics and ethic standards.

Of the many tasks the Secretary General has assigned to me, few are more important than the capital master plan. You need not see the movie "The Time Machine." Simply walking into the headquarters of the U.N. is a nostalgic return to the 1950s. Its architecture, furniture, design, function and systems are charmingly retro. Unfortunately, it is also egregiously in violation of any reasonable level of efficiency and safety.

My colleague will put up a slide which reviews some of the reasons for this project which you have already mentioned, Mr. Chairman. I will not dwell on them here. Instead I would like to address the solution and my shared concerns with this Subcommittee that we accomplish this economically and with the best value to all the taxpayers around the world who will fund this project.

In addressing the CMP, I am reminded of the standard five-paragraph order of the U.S. Marine Corps: Situation, mission, execution, administration, and logistics and command.

Here is the situation. We have seven buildings with over 2½ million square feet of office, conference and support space on 17 acres located in the middle of the most expensive city in America. Constructed in 1950 with later editions in the 1960s and 1970s, this complex fails to meet minimum fire code, building code, safety code, and lacks modern sufficient security. It is riddled with asbestos, including dripping from the insides of my air conditioning unit just 3 feet from my desk. It lacks proper fire detectors, a sprinkler system. If one of the massive steam pipes, which are now lead, were to blow, there is a real potential that a large area surrounding the U.N. would be contaminated with asbestos, requiring the evacuation of the area until cleaning crews could decontaminate it.

The building lacks a high-tech backbone that leads to greater efficiency and cost savings. It is unsafe for the employees of the U.N., including the more than 1,200 Americans who work there, members of the General Assembly, and potentially for the city.

Here is our mission. With the greatest efficiency and the lowest cost to the global taxpayer, move thousands of employees and delegates out of the complex and into swing space by June 2007. Renovate, modernize and secure all facilities and systems as quickly as possible.

This is how we are going to execute: We have hired a leading construction project manager, Gardiner and Theobald, founded in 1840. Their responsibility will be both project management and cost management. This is the same group that has worked on Goldman Sachs, JP Morgan Chase, the New York Times, Standard and Poors, all their headquarters, and I also might add, Windsor Castle.

The Secretary General announced Tuesday the hiring of a new Assistant Secretary General to oversee this project, Fritz Reuter, whose brief bio I have attached to my remarks, sir. Most recently, he was in charge of the massive \$1 billion plus New York Weill Cornell Medical Center project that was built over the FDR Drive next to the East River. Fritz Reuter brought that project in early and under budget. Assistant Secretary General Reuter will have a skilled and experienced old New York hand overseeing the day-to-day leadership of the U.N. renovation, and reporting directly to me.

Slide three. We have done four separate cost estimates for the project using four different groups. The project costs have been estimated throughout the process by major New York construction management and construction consulting companies, and I point out that Turner Construction is the largest in the United States. In addition, the costing methodology was reviewed by GAO, as Senator Sessions has spoken about. With our cost estimates in place and vetted four times, the next thing to do is to make sure we are not out of line with other projects of similar type and scope. This can be difficult, although this is not a lot different than my days as an investment banker in New York with CS First Boston and the kind of comparables we would do between companies to try and find what is the fair market value of a company.

In this case I went back and looked at total cost renovations of the U.S. Capitol, another historic building, between 1950 and 2001, exclusive of the Visitors Center. Although it is more than \$1.3 billion in 1950, 1960s and 1970s dollars—not today dollars—it is quite difficult to compare this renovation project to the U.N. on a per square foot basis. I also took a look at the State Department, where we have an ongoing 10-year more than one billion dollar renovation project going, also difficult to use on an apples to apples basis, moreover, there in Washington, and the U.N., as we all know, is in New York.

When we are doing this we also have to ask, what do we mean by the cost? Do we mean the cost of the U.N. Secretariat Building, the 38-story building? Do we mean just the construction, the trade and material costs, or do we also mean planning, design, the construction costs, swing space cost, rental space, salaries of the capital master planning team, salaries and overhead as well as asbestos abatement, and security measures necessary to make the complex meet modern security standards? Very difficult to do that on an apples-to-apples basis, Senator, although I am trying.

Slide four does show the per square foot estimates that we have had using the four companies I have already mentioned. Proliferation the proposed construction and the comps we do have, for example, on the U.N. Development Corporation, slide five, the all and fully-loaded costs for that were \$545 per square foot. Gardiner and Theobald, based on their database of dozens of large-scale new building projects, estimate construction costs of New York headquarters' buildings with the owner as the occupier, also a difference to note, runs in the range of \$550 per square foot to \$650 per square foot.

By contrast, the new U.S. Capitol Visitors Center, with increased security costs—and I do not mean to just point out the Capitol costs here—but that U.S. Capitol Visitors Center are running, according to the GAO, \$950 per square foot. The new U.S. Mission to the U.N., we demolished the building just a few months ago and are constructing a new 140,000 plus building. The building costs of that building, the new mission to the U.N., will be \$600 a square foot, and if you include the cost of swing space, as well as the demolition costs, it is more than \$910 a square foot.

Senator Sessions already said that we have—and I respect that sir—that we have \$365 per square foot. I will tell you what I am going to do tomorrow or tonight when I get back up to New York. I am going to take a look at those per square foot costs and we are going to figure out whether or not it is appropriate to include the garage in there, sir, and I will come back to you personally if there is any issue there. I promise you, as not only a former chief financial officer, former chief executive officer of a Wall Street firm, as well as a State treasurer and a former member of an appropriations committee, we are going to find out what those true numbers are, sir.

Slide five shows the proposed budget that we have constructed using these four firms. The swing space figure is one I want to note because it is based on an estimate made 3 years ago for what the cost of the swing space would be if the New York legislature had approved the application of the U.N. Development Corporation to construct a new building for the U.N. next to the existing campus first to be used as swing space and then as consolidation space from other buildings that we now currently occupy around midtown Manhattan. This number, \$96 million, is based on an old estimate. Because the U.N. will not have the advantage of using the UNDC as a landlord for this, we are now going to have to rent commercial swing space in New York at market rates. So I anticipate this number will climb.

Finally, slide 6 shows the full per square foot cost broken down by area. What do we need to get the job done? The United States has generously agreed to lend the United Nations the money for the project. I need this approved by the General Assembly at United Nations this fall. We are going to move from the planning phase to the design phase that we are now in, and by August we expect to have these designs 60 percent complete, enough to begin seeking indications of interest from construction companies, culminating in a bid competition sometime in the fourth quarter of next year or early 2007. I expect to move out of the existing buildings

no later than June 2007, and the renovation to begin shortly thereafter.

While the plan is to currently be back in 2011, I have asked my team to accelerate this schedule and to shoot for 2010.

How will we ensure command and control? I am involved on a daily basis. Two days ago we hired one of the most accomplished project managers in New York, Fritz Reuter, to oversee our in-house team. I plan to create a high-level advisory board of experts on this type of project from the New York community, an example I have taken from the renovation and new construction efforts by New York Metropolitan Museum of Art. We have hired an external construction and cost manager, one of the most respected, and we have brought in other firms to validate our assumptions. We will continue to work with the GAO as they also opine on this critical renovation project.

Mr. Chairman, again, I served 6 years on my Connecticut House of Representatives Appropriations Committee, for the past 4 years Chief Financial Officer of the U.S. Department of State, and I bring a passionate desire to make sure that our taxpayer money is not wasted. I intend never to drop my guard on this project, and you can rest be assured, I am going to run a lean and efficient operation.

Mr. Chairman, I am absolutely honored and thrilled to answer any questions you or the Subcommittee may have.

Senator COBURN. Thank you, Mr. Burnham. First of all, your frame of reference is not one that is accepted by this Subcommittee in terms of how the U.S. Government does it, because we know we are in a world of hurt, and the Capitol Visitors Center is the boondoggle of the century in this city in terms of its cost overruns, mismanagement and inappropriate contracting and bidding. So using it as a frame of reference, if that is what we are going to compare to, you are never going to be successful in New York City with that.

I am also reminded by staff, based on U.N. headquarters renovation and GAO document—this is a GAO document—and it said that the total cost for the new construction on the U.S. mission was \$309 a square foot, not \$600 a square foot, by GAO's testimony to us.

The other thing that comes to mind, my thought is, why do you have to evacuate the building? Why can you not do it in a staged process? Why do you have to spend \$100 million on leased space when in fact the Pentagon was redone by moving people around, the U.S. Senate Capitol Buildings redone by moving people around? And asbestos abatement goes on here all the time, lead paint abatement goes on here all the time. Why has the decision been made already that this project cannot be done in a sequential fashion?

Mr. BURNHAM. Thank you. Mr. Chairman, I, in fact, have asked that question, and I have asked whether or not it would be cheaper for us to do it in thirds, not only because of what it would take in terms of less swing space I have to rent, but also whether or not it would be easier on the men and women who work at the United Nations. Based on that assessment, which I have done in the last 30 days, I do not want to spend years doing this. We have done

this at the State Department. It is a 10-year project to renovate the State Department. They move out hallways, renovate it, move it back. The State Department also has asbestos issues. These are concerns for the employees, it is morale issues for the employees. It is much easier just to take the skin off that building to take the asbestos out, to—I am speaking now of the Secretariat, to renovate it and to move everybody back in.

As far as the General Assembly is concerned, and others, we are working very diligently to do those as quickly as possible as well.

Senator COBURN. So your testimony is that is not necessarily an economic but a management decision based on what is best for the organization?

Mr. BURNHAM. I believe it would be both of those because there is an acceleration to costs as you lengthen a project from 3 to 4 years to 10 years.

Senator COBURN. Has an economic model been looked at? Is it \$100 million? Again, I want to go back. If it is only \$60 million additional cost, that is \$40 million that can go to treat HIV around the world. We can cure malaria in Africa with \$40 million in terms of treatment, nets and spraying. I mean there are a lot of things that \$40 million can do. So that kind of decision is paramount in terms of how the dollars are spent.

Mr. BURNHAM. Yes, sir. We have looked at whether or not the right decision is to do it in thirds or to do it all at once. I believe it is do it all at once, but I have been encouraged by others to review that. I did review it. And on your encouragement today, sir, I will review it again, and I will ask this question, whether or not we have fully vetted the management decisions versus the economics decisions on that, and I would be happy to get back to you on that, sir.

Senator COBURN. Thank you very much. Let me ask you just some very specific questions. How much has the U.N. in total already committed to this renovation project, which is outside the \$1.2 billion figure?

Mr. BURNHAM. It is under \$30 million currently. We were just authorized by the fifth committee of the United Nations to spend an additional \$25 million to finish the design project. So I believe the actual figure is \$39 million. Do we have the total figure? I will take it for the record, sir, but it is under \$40 million.

Senator COBURN. Can you account for Fox News' release of this \$44 million in terms of being committed for design?

Mr. BURNHAM. That is the first we have heard of it today, sir. I will have to peel the onion back on that one.

Senator COBURN. Thank you. In terms of the procurement officer in charge of the capital plan recently resigned due to some allegations of impropriety related to the Oil-for-Food scandal. He oversaw the contract to Renato, the Italian design firm who did the renovation plan. This just raises some questions, and not necessarily accurate, but the questions ought to be asked. Has Renato done any renovation international projects outside Italy or in New York before?

Mr. BURNHAM. I am not aware of that. Renato is no longer contracted with us. That was before I arrived at the United Nations, and none of the contracts with which the individual that Fox News

wrote about, none of those contracts are we currently still contracted with.

Senator COBURN. Are there problems with the Renato bid in terms of transparency, economics, cost, effectiveness?

Mr. BURNHAM. I am sorry, Mr. Chairman. That was, I think, years before I got here, and——

Senator COBURN. But you are not aware of that?

Mr. BURNHAM. Renato is no longer under contract with the United Nations.

Senator COBURN. All right. Is it inappropriate for this Subcommittee to ask for the bidding process and contracting process associated with the U.N. renovation?

Mr. BURNHAM. Is it inappropriate to ask for it, or is it inappropriate to ask that I ensure that it is going to be run in the most transparent and open process we can?

Senator COBURN. No. I am asking very specifically, as the Federal Financial Management Subcommittee of the U.S. Senate, is it inappropriate that we ask you for those documents so we look as a Subcommittee, at the transparency, at the evaluation, at the bidding process for those contracts? Since in fact, the American people are going to pay a half a billion dollars on this project? Is that inappropriate in your mind?

Mr. BURNHAM. I do not know the answer to that, Senator, because I do not know the protocol of the United Nations. I do know the protocol of the State Department, where I worked for the last 4 years, and I know that some of the issues we had with internal budget documents that the GAO have wanted and Members of Congress have wanted, and that we pushed back then. But this is a question I would love to take for the record, sir, if you will permit me.

Senator COBURN. I would be happy to. I would tell you the American people will not think it is inappropriate that we assure that our cost of that building renovation look at in terms of just openness, transparency and fairness, and I would appreciate you getting back to me. My time has expired.

Senator Dayton, you are recognized for questions.

Senator DAYTON. Mr. Chairman, the point you just made, I mean any commercial lender would be asking for that kind of financial information from anyone asking to borrow any amount of money, certainly \$1.2 billion, and would not just take at face value the representations of the borrower. So I think given the difficulty we have had in the last few months getting information from the United Nations, if you want to make this a really serious, controversial and almost impossible matter to get approval of, that would be the surest way to do it, if you would pass that on. I mean, diplomatic communications and protocols are one thing; dollars are dollars. And as you say, we are the lender, I think we are entitled to that information.

You said that it is going to be June 2007 before people are moved to the swing space. Given the seriousness of the asbestos problems and others that you mentioned, that seems like far away removed from now.

Mr. BURNHAM. My understanding is, is that this is the amount of time we need to: (A) finish the design phase of the renovation;

(B) go out and solicit bids from first indications of interest and then bids from the construction companies; and have——

Senator DAYTON. But if it has unsafe, unhealthy conditions, sir, do you not want to get them out into some better space immediately even if the preliminary matters are not completed? It just seems like a contradiction.

Mr. BURNHAM. Absolutely, and if I can accelerate it, I will.

Senator DAYTON. There is one report here at our table, talking about the estimated costs of swing space options. I do not know if this envisions a particular option, but it has the leasing, 62 million; commercial space, 69 million. Then it has: Construction, addition to an existing building, 73 to 91 million; a new low-rise building, e.g., north lawn area, 67 million; new building off site, 78 million. Are you renting space or are you building?

Mr. BURNHAM. There is no new construction within this. There will be come new features within the existing facilities such as two or three or four conference rooms. In addition, I have concerns about the library. I think that we can make better utilization of 125,000 square feet. I have raised this before in past issues associated with libraries' usage in the Federal Government. I am not anti-library. I just think that using the Internet and using new methodologies for managing library facilities, that we can condense that and reutilize that space for things, perhaps that are more important to pursuing the mission of the United Nations. As such, we have hired a consultant who is an expert in libraries to advise us on how we can move forward on that.

Senator DAYTON. So this document I have before me, the United Nations General Assembly Capital Master Plan, page 17, that talks about construction costs as part of the swing space, that is outdated and part of the present plan?

Mr. BURNHAM. I would have to get clarification of exactly what you are speaking. There is no construction of swing space. There was originally planned construction of swing space known as DC5, built by the United Nations Development Corporation, which was going to build a building one block south of the existing complex. To do so, that would have required approval by the New York General Assembly. That approval was not forthcoming, and thus, that is no longer an option for swing space. I have to go out into the marketplace in central Manhattan for——

Senator DAYTON. Do you have to be in central Manhattan? I know there is considerable space——

Mr. BURNHAM. Well, I have also been looking at Brooklyn. I have considered Governor's Island. I am looking at southern Manhattan as well for these things.

Senator DAYTON. South Bronx?

Mr. BURNHAM. The Bronx, sir?

Senator DAYTON. South Bronx, yes.

Mr. BURNHAM. South Bronx.

Senator DAYTON. There actually, the construction——

Mr. BURNHAM. Well, we are missing a couple stadiums these days up there. It might be appropriate to look beyond those borders of Brooklyn and Manhattan.

There may come a time when the New York General Assembly approves U.N. Development Corporation to use that plot of land,

that park known as Robert Moses Park just south of the U.N., and to build on that plot, and to be able to—for the United Nations to consolidate space that we now rent out there in Manhattan, commercial space, and to consolidate our operations right there, next door to the existing campus. And I would certainly encourage the New York State Legislature to do so because I think that also would be important, and in dealing with the United Nations Development Corporation and their chief executive officer, Senator Roy Goodman, retired of the New York State Legislature, and an old friend of mine, as well as George Klein, who is a developer in New York, who is the chairman of that organization. I think it could be very useful to the United Nations in the future, but it is not part of this plan any more.

Senator DAYTON. I comment you for your public service. Anyone who would leave the private sector to take on the U.S. Congress and the New York Legislature deserves our thanks. I wish you well with this project as we will be overseeing it.

Mr. BURNHAM. Thank you, Senator.

Senator DAYTON. Thank you, Mr. Chairman.

Senator COBURN. Just a couple of comments before I recognize Senator Sessions. The scientific literature today shows that the cost per life saved on asbestos abatement is \$1 billion per life saved in this country. That is an interesting phenomenon, when if we spend a billion dollars on breast cancer we could save thousands of lives. So as we use those things, it is important for us to recognize the price we pay for lack of scientific clarity in what we do.

The other thing I wanted to make just a note of, Senator Dayton, is the swing space was not part of the \$1.2 billion. It had nothing to do with the \$1.2 billion, the new building. That was not part of the \$1.2 billion. I will come back after you finish, with a couple other little items.

Senator Sessions.

Senator SESSIONS. Thank you, Mr. Chairman.

Mr. Burnham, you are a stand-up guy. You did not even really emphasize that you just took office June 1 in this position, and what has happened before, happened before your watch. But we have to think about those things rather seriously.

I noted you are involved in a daily basis, reading from your statement, and 2 days ago you hired an accomplished project manager from New York. So I have a sense that you realize that this project has some serious problems and that you have a responsibility to get it back on track; is that correct?

Mr. BURNHAM. Senator, thank you. I have the responsibility to ask all the questions you are asking, to carry your questions with me because this is my money, and I anticipate that I am going to continue to ask the kinds of questions that you would expect when a new Under Secretary General for Management who has been tasked with overseeing this project would ask. Are we on the right path here? Are things too expensive here? Is the scope too big? Is the scope too little? Do we have enough focus on the security which is inadequate right now? You know, ensuring that we have adequate security for the United Nations facilities going forward. I am approaching this very much in my training as the Chief Financial Officer and as a former banker, sir.

Senator SESSIONS. If you will let me interrupt.

Mr. BURNHAM. Yes, sir.

Senator SESSIONS. But you have the responsibility in your new position with the U.N. You are with the U.N. now.

Mr. BURNHAM. Yes, sir.

Senator SESSIONS. And is it your responsibility to supervise this project?

Mr. BURNHAM. Yes, sir.

Senator SESSIONS. I would just advise you that at some point along this process, you may be asked to provide information for the Secretary of State because legislation I offered and that we all agreed on, said that it is the sense of the Senate that the amount of any loan for the renovation of the United Nations headquarters building located in New York should not exceed \$600,000, provided that if any loan exceeds \$600,000, the Secretary of State shall notify the Congress of the current cost of the renovation and cost containment measures. And in fact, to get more than that, she is going to have to certify that she is firmly convinced and has firm numbers to justify that extra cost.

So I guess I am saying to you, are you prepared to get to the bottom of this and give her those numbers if you expect to ask for more?

Mr. BURNHAM. One hundred percent, Senator.

Senator SESSIONS. I think that would be important, and we will be counting on you for that. Also I am concerned about the design, the architectural firm from Milan, Italy. Are you not aware now how much they have been paid and what their contract price is?

Mr. BURNHAM. Is that the Renato firm?

Senator SESSIONS. Renato firm.

Mr. BURNHAM. Yes. We no longer have a contract with Renato. That happened before I arrived at the United Nations. I have seen a figure for how much they received, a few million dollars. But we have in fact asked for a review of all those contracts, and we have asked for that review specifically because of the Fox News piece on the procurement officer who was involved with a piece of that, so we are—I am continuing to pursue that, but we do not currently have a contract with it, and I do not think we will going forward.

Senator SESSIONS. We have heard figures, \$7, \$10, \$15, or \$44 million to be paid to them. If they have a contract, they may be entitled to funds even if they have been terminated.

Mr. BURNHAM. Senator, I will get to the bottom of that for you, and I will call you tomorrow.

Senator SESSIONS. I think that figure is important. As I understand it, we are still using their cost figures for this project; is that correct?

Mr. BURNHAM. I believe those are one-fourth of the cost estimates we have utilized, yes, sir.

Senator SESSIONS. With regard to the GAO report, particularly the second one—and that has been referred to to defend the cost that we have here—you would agree, would you not, that GAO did not go behind the cost estimates that were submitted by firms hired by your predecessor at the U.N., and that those are the cost estimates they are relying on; is that correct?

Mr. BURNHAM. I do not know the answer to that, Senator, but I presume you are correct in that.

Senator SESSIONS. I think that is correct, and so therefore I do not believe that the GAO report can be utilized to say this is a fair market value for the project.

Thank you.

Senator COBURN. Thank you.

I just want to follow up again with you, Mr. Burnham. The contract with Renato developed the cost estimates for this project, correct?

Mr. BURNHAM. I believe we have four firms that have done the cost estimates. In my mind, the most important were Turner Construction.

Senator COBURN. So you have four firms that have done cost estimates for this project?

Mr. BURNHAM. Yes, sir.

Senator COBURN. All four of those were subsidiaries of Renato; is that not true?

Mr. BURNHAM. Turner Construction is not a subsidiary of Renato. Turner Construction is the largest United States based construction company.

Senator COBURN. I will give you a document from the GAO Report, architect engineering firm, Renato Sarno Group; consulting engineer, Ove Arup and Partners; cost estimating subconsultant was Turner, all working under the Renato Group. Cost estimating consultant, Hill International; Security Subconsultant, Ducibella, Venter and Santore; Project Management Consultant, Atkins, Hanscomb, Faithful and Gould.

These were all subconsultants to Renato, so the cost base came through the contract with Renato, correct?

Mr. BURNHAM. Yes. To the best of my knowledge, Senator, we have four different methodologies that we have used to estimate the construction costs here. And moreover, construction costs are not—construction estimates in this case are not what we are actually going to pay. Just the way, when we say what we think the value of a stock is as bankers may be one thing, but the marketplace is going to determine what the cost of that stock is, and ultimately the marketplace or the construction managers who bid on this are going to be the ultimate determiners of how much this project will cost.

Senator COBURN. If that is the case, how did we come to a \$1.2 billion loan from the U.S. Government?

Mr. BURNHAM. Because my understanding is, and before I got here, Senator, that they had four different ways of estimating what the costs were. That methodology was validated by one of those, which is our cost and project manager, Gardiner and Theobald. So we have taken some of the best and the brightest we have here. We have taken Turner Construction, we have taken Gardiner and Theobald, who have come up with a cost estimate plan.

Ultimately what we have to do now is complete the design phase. When you go through the design phase, things can change, the scope can change, estimates can change. Once we accomplish that, we can then go out for indications of interest. If there are construction firms—and I want to assure you I welcome anyone to bid on

this project and to try and protect my American taxpayer dollars, which are 22 percent of this project—that if we can do this more inexpensively, and if there is a firm out there that can do it more inexpensively because we have overestimated or because Gardiner and Theobald or Turner overestimated the cost of this project, then we will know that. We will know that when the bids come in and we will be able to choose the low bidder and we will be able to save the world taxpayers some money.

Senator COBURN. I want to go back to your \$365 figure and make a note for us and those in the room, us that just represents 50 percent of the cost associated with this project because 50 percent of the cost of this project is based on contingencies. Is that correct?

Mr. BURNHAM. I will take your word for it, sir.

Senator COBURN. So if we look at it, so the \$365 is not an accurate figure of the total cost, it is more like \$560 to \$580 total cost. And so like you made a good point which I think is valid, you have to compare apples to apples, and apples to apples is not \$365, it is this chart right here. The apples to apples is, based on what GAO has given us and what you have given us, the actual labor and materials cost is \$482 for a refurbished building. The design contingency is \$72 a square foot. Actually, those are dollars, not square foot. General conditions and all the rest as you go through that, you come up to the billion and 49 million dollars. And then you end up the scope of options that are associated with it. So I think it is important that if you divide the 2.6 million square feet into the total, you are talking about \$580 per square foot.

The whole question of this hearing is with your security needs and with the needs of the building's shape that it is in today, could somebody else provide what you all need at a lower cost than \$580 per square foot? Could somebody build you a brand new building with all your needs for less than \$580 per square foot? I think that is a legitimate question.

Mr. BURNHAM. Absolutely.

Senator COBURN. We ought to talk about what the real costs are per square foot because it is not \$365 per square foot because you all have built in another \$600 million in those costs for contingencies. So we cannot use \$385 when the real cost—and you say as scope may change, the price may go up and the market may go up. And so one of the criticisms that I have heard on the street of this project is \$1.2 billion is not going to be close to what it is going to cost. It is going to cost a whole lot more than that. That is of some concern to this Subcommittee as well, because whatever cost overrun is going to be there, ultimately we will pay through dues to the United Nations.

I would just like your comment on that.

Mr. BURNHAM. Senator, I am absolutely obligated to you to come back to this Subcommittee and to clarify an apples to apples comparison. I do not believe that at this time, with nearly 60 percent of the design done—and we will reach that point I believe by late August—that it makes sense to try to go out there and estimate what the cost of this project is going to be going forward. If there are contingency costs in there, the contingency costs are in there because that is what I am told is the best practice of how you do a renovation and construction project like this.

Senator COBURN. That is a good answer because that is an honest and transparent answer, and I want to tell you I appreciate it.

Senator DAYTON. Do you have other questions?

Senator DAYTON. No, thank you.

Senator COBURN. Senator Sessions?

Senator SESSIONS. No, thank you.

Senator COBURN. Let me thank you so much for being here. You have committed to send us a couple of things. I want to just follow up one last thing and that is on transparency. Do you believe that the U.N. has a right to keep its finances secret?

Mr. BURNHAM. No.

Senator COBURN. Do member-states have a right to know exactly how money is being spent by the U.N.?

Mr. BURNHAM. Yes.

Senator COBURN. Will you work and dedicate in your office to make sure that transparency is the No. 1 goal of the finances of the United Nations?

Mr. BURNHAM. Under the leadership of Colin Powell, and through Colin Powell my work as Chief Financial Officer, David Walker awarded the U.S. Department of State this year the transparency award for all of Federal Government just a few months ago. I carry the same mission to the United Nations.

Senator COBURN. Thank you very much, Mr. Burnham.

Mr. BURNHAM. Yes, sir.

Senator COBURN. The Subcommittee will reconvene back into hearing. I invite Ambassador Patterson to come and testify.

Anne Patterson became Acting Permanent U.S. Representative to the United Nations in January 2005. She became Deputy Permanent Representative in August 2004. She is a career minister in foreign service. She is from a great part of the country, real near Oklahoma, Arkansas. We welcome you and your comments.

Ambassador, please begin.

TESTIMONY OF ANNE W. PATTERSON,¹ DEPUTY PERMANENT REPRESENTATIVE OF THE UNITED STATES TO THE UNITED NATION, U.S. DEPARTMENT OF STATE

Ambassador PATTERSON. Thank you, Mr. Chairman, Senator Dayton and Senator Sessions. I appreciate you giving me this opportunity to testify before this Subcommittee on the planned renovation of the U.N. headquarters facility in New York. I would like to summarize my statement for the record.

As the United States is the largest contributor to the United Nations, the Administration has a particular responsibility to ensure that costs are reasonable, and we welcome your engagement on this issue.

Mr. Chairman, I think Mr. Burnham has described the state of the U.N. headquarters and the number of—

Senator COBURN. Could I interrupt you for just a moment? I think it is very important for some of Mr. Burnham's personnel to stay here if they in fact want to hear a balanced view on others opinions about what is going on. I would just interrupt you to make that point, and I see that they have all left. Is anybody with Mr.

¹The prepared statement of Ambassador Patterson with attachments appears on page 243.

Burnham still in the audience? That is part of our problem, is we only want to hear one thing.

You are here and you are going to take notes?

Audience Member: [Inaudible.]

Senator COBURN. OK, thank you.

I am sorry, Ambassador.

Ambassador PATTERSON. No. Mr. Chairman, I will skip the description of the building, but let me just say that I took a tour of the building to prepare for this testimony, and I found it in scary condition, and particularly some of the fire abatement procedures. After I went there I was almost worried to let my people go there for meetings, so it is in quite bad shape, and Mr. Burnham has gone through the details.

But I know that you and your colleagues are very concerned about the cost and I want to tell you what we are doing to ensure that these are monitored and consistent with industry standards.

When I arrived at the U.S. mission about a year ago, I was pleased to find the apparatus in place to provide a high degree of oversight, both within the U.N. structure and within our own government. The United Nations had established a new separate office under the authority of the Under Secretary General for Management, and I might add, Mr. Chairman, that the United States always seeks, because of our large contribution to the United Nations, to have an American as Under Secretary General for Management.

The U.N.'s Office of Internal Oversight Services—that is the U.N.'s IG—had established a permanent linkage to the project and was reviewing the project regularly. We believe the United Nations has structured an organization in a way that is well suited to administer this project.

Just as importantly, Senator, the Administration has exercised oversight of the Capital Master Plan for a number of years. The U.S. Mission's Management and Reform Office has been involved in reviewing this project since its inception. But given its unique nature, the Administration decided to create a task force based in Washington to manage overall U.S. participation in the project. This task force includes staff from the State Department and OMB, as well as an expert consultant with years of experience managing major U.S. Embassy construction projects.

U.S. oversight, as Senator Sessions had mentioned, also extends to the Government Accountability Office, which has undertaken two reviews of this project. GAO reviewed the processes being followed thus far by the U.N.'s Capital Master Plan team, and found them to be consistent with best industry practice.

How were the costs for this project evaluated? The U.N. contracted with three internationally known construction firms. Our task force has also looked carefully at the bidding and contracting process for the design work that is currently under way. I understand that the GAO is soon initiating a third review of the Capital Master Plan, and again, I welcome GAO's involvement.

In sum, Mr. Chairman, the costs were developed in a transparent manner, and bids for the \$19 million spent to date were let by competitive transparent procurement practices. Costs were reviewed by

reputable world-class firms, and reviewed repeatedly by the U.N.'s internal auditors and GAO.

Mr. Chairman, the United Nations needs the United States, and we believe the United States needs the United Nations. We work in the United Nations to get the Syrians out of Lebanon or to send peacekeepers to Haiti and Sudan. As host country we have a special responsibility to ensure that the facilities used by the United Nations are adequate to meet its needs and are safe and secure for all its employees and delegates. I believe our offer of a loan at an interest rate of up to 5.5 percent to finance this project is fair, and provides a way forward to accomplish the renovation. But I am also mindful we need to ensure that the project is carried out in a cost effective and transparent manner.

I believe this has been the case to date, and assure you that we will remain vigilant in our oversight throughout the course of this renovation to see that the best interests of the United States are served.

Thank you, Mr. Chairman, and I would look forward to your questions.

Senator COBURN. Ambassador, thank you so much for taking time out of your schedule to be here. I want to tell you that I appreciate it.

A couple of things. We understand that there are problems with the building. There is no debate that things need to change in terms of the facilities of the United Nations. Nobody here is questioning that, and there is no debate that the security concerns at the United Nations need to be of paramount importance to protect the lives of those that are guests in this country, and that is not a debate.

We actually went through square footage cost last night, talking about the security concerns of about \$35 a square foot. That is a legitimate cost for that facility. All those points you have made, we do not have any problem with. That is not what we want to look at. We are concerned, first of all, at the frame of reference of cost, and the U.N. renovation is estimated to cost somewhere between, I think probably closer to \$550, \$580 a square foot. It depends on how you want to play for the numbers, but having built several manufacturing plants, and unfortunately was in the home building business for a time when it was not quite so good as it is today, I can tell you, cost estimates are important because the financing is important.

The U.S. Mission to the U.N. is also getting a new building, correct?

Ambassador PATTERSON. Yes, Mr. Chairman.

Senator COBURN. Can you tell me where that project is as of now and how far along it is in terms of its completion?

Ambassador PATTERSON. Yes. The building is demolished and we are in the process of seeking bids. Since we are in the actual process of seeking the bids right now, I can give you quite a bit more information, but I would frankly prefer not to give it in an open session.

Senator COBURN. Absolutely, and I will take you up on that and we will have a conversation about that. Thank you.

In looking at the U.N. renovation project, did the United States do a cost comparison of what we think we are going to be paying for the U.S. Mission in New York?

Ambassador PATTERSON. Again, I would rather not get into the cost per square footage, but it has frankly been on our minds, yes.

Senator COBURN. Then you would testify that there is probably a significant cost differential between those two facilities per square foot?

Ambassador PATTERSON. No, there is not, Mr. Chairman. And again—

Senator COBURN. Well, that concerns me even more. Maybe we will have a little hearing on the U.S. Mission to the U.N.

Ambassador PATTERSON. We can discuss that. As I say, we are in a sensitive stage there with the letting of the bids, but I would rather discuss that with you privately.

Senator COBURN. All right, and I will defer my next question on that.

In your comments you alluded to the GAO studies of the U.N. renovation projects. Is it not true that the GAO studies did not look at the procurement contracts, nor did they conduct a cost analysis of the renovation project?

Ambassador PATTERSON. Yes, Mr. Chairman, but let me sort of back up and start from scratch on the development of the cost. Renato Sarno was the Italian design firm that did the original cost. My understanding is that Turner Construction was a subcontractor and a world class firm is estimating cost. They evaluated those. Hill International came in later. That too is a world class construction firm with thousands of employees and billions of dollars under contract. They estimated the cost independently. Now we have Gardiner and Theobald, which is likewise a world class firm who has estimated the cost, and all these estimates were very close together.

In addition, GAO examined the processes. There have been two internal audits by the IG of the U.N., and their auditors are embedded with the Project, and the Board of Auditors, which oversees the entire U.N. system, has also done an audit. So there have been a number of reviews and fail safes I think built into this process that should give us a fair degree of confidence, and we will remain vigilant that these costs estimates are within the ballpark.

Senator COBURN. Are those audits available to the Subcommittee?

Ambassador PATTERSON. Absolutely. I think I have them in my bag.

Senator COBURN. Wonderful. I thank you for that.

Again, to make the point, GAO did not look at the procurement contracts, nor did they themselves do a cost analysis of the renovation project.

Ambassador PATTERSON. They did not, Senator.

Senator COBURN. Thank you. The United States has offered to provide a \$1.2 billion 30-year loan at 5.5 percent interest. What happens if interest rates go to 10 percent?

Ambassador PATTERSON. Well, I guess that is the difficulty we run with any loan that we make at any time. I mean most commercial loans—and this is close to commercial—the rate we made at

the time was close to the commercial rate. It is a 30-year loan, interest only for 5 years and then repayment over 30 years.

Senator COBURN. And the subsidy cost to the American people by statute?

Ambassador PATTERSON. The insurance of \$6 million. I think interest rates, frankly, Mr. Chairman, have been lower than we anticipated.

Senator COBURN. Would that imply that there is some padding then in the cost estimate for the interest cost of this project?

Ambassador PATTERSON. Well, no, I do not think—I think interest rates were lower than we anticipated. They have been below 5.5 percent.

Senator COBURN. Up until recently U.S. law prohibited taxpayers' money being used to pay interest on any U.N. loan. Last year's Omnibus Appropriation Bill waived this prohibition at the request of the Administration. Does the Administration think it is generally a good idea to weaken law that protects the American citizen from footing the interest cost of the U.N. loan?

Ambassador PATTERSON. I do not know, Mr. Chairman, because I was not involved in that process. I can only speak to the fact that I think this is a worthy use of the taxpayers' money, a 30-year loan at basically a commercial rate.

Senator COBURN. None of the funds appropriated through the appropriations to the United States available for U.S.' contribution to an international organization for the U.S.' share of interest cost made known to the United States Government by such organizations for loans incurred on or after 1984 through external borrowings. And here is the change: Except that such restriction shall not apply to loans to the United Nations for renovation of its headquarters.

So we made a specific separate exception for this project; is that correct?

Ambassador PATTERSON. Yes, and I think for two reasons. One, we did not want to pay it directly out of assessments, that it would be more economic for us as well. And keep in mind, Mr. Chairman, that there are many other countries involved in this, too, who are worried about cost control. The Japanese pay almost 20 percent of this, and they have been very aggressive in seeking cost control on this project as well.

But, yes, for renovation. I think another factor too, Mr. Chairman, quite frankly, is that 90 percent of this money will be spent in the United States.

Senator COBURN. Good point. We are going to employ people with it. But there are a lot of advantages and disadvantages. We do not want the United Nations to go anywhere. We want them to stay in New York City. That is not what this debate is about.

But are the other countries contributing to the loan? In other words, is this a fractionated loan? Is Japan offering to cover \$300 million of this?

Ambassador PATTERSON. Well, no. The loan is from the United States, but the repayments will be in percentage to your assessment. We pay 22 percent, Japan pays 19.6, Germany pays 8.7. So these other countries just are not getting a free ride at our expense. They are contributing to this effort, and I think the really

special factor here, unlike some other loan that would be taken out for some other activity, is it is basically an American expenditure.

Senator COBURN. I want to ask this last question for my grandchildren. So we are going to borrow the money to loan to them, right? We do not have the money, correct?

Ambassador PATTERSON. Right.

Senator COBURN. United States, we have a \$452 billion on-budget deficit. We have \$7.9 trillion in debt. We have a bankrupt Medicare, Social Security system. So we are going to go into the market and we are going to borrow from the Japanese the money, and so we are going to hedge this. We are going to pay whatever the going rate is, which is going to rise over the next few years, and then we are going to loan it to United Nations. So we are going to subsidize the loan at multiple points interest rate over what projected rates are going to be in the future on short-term rates.

Ambassador PATTERSON. I guess that depends on what interest rates are. Actually, we thought they would go up, and they have gone down. I do not know what interest rates are going to do. But when we made this loan agreement, when it was put in the appropriations 5.5 percent seemed like a reasonable rate of interest.

Senator COBURN. Our longest maturity right now is about 10 years, and that is what the trading parameter is, it is at 4.2 percent?

Ambassador PATTERSON. At 4.19 percent, yes.

Senator COBURN. And it is projected to somewhat sneak higher, so the point is, is at best it is a wash. My point is, we are not in the financial position to loan money to anybody. We are a net borrower. And if individual, it is difficult for us to rationalize putting additional debt on our children when we are going to add \$1.3 trillion to their debt this year. You do not have to answer that.

Ambassador PATTERSON. I do want to answer that, Senator, because let me make a point about the project. I think the other option was basically coming up with the money out of our current poor fiscal situation. In other words, we would have to come up with an assessment, because as Senator Dayton mentioned, this is really an urgent project for a lot of reasons, not to mention the safety and security issues that are so much on our minds. So we would have had to come up with \$144 million, which was our estimated cost in 2006. We are not budgeted for it. Given our severe financial situation, I think people thought it was easier to finance with a long-term loan.

So it is not just the U.N. and the member-states. It is also our own inability to come up with this on an assessed basis in the short run. The longer we delay, Senator, the more the cost will go up. I mean people in New York tell us that construction costs are rising very rapidly.

Senator COBURN. I understand. Thank you very much. Senator Dayton.

Senator DAYTON. Thank you, Mr. Chairman. Thank you for your excellent questions and probing. I share your concern about our overall fiscal situation, and I voted against the budget resolution for that reason. But of those many billions which I could not justify to my children or grandchildren, this project, if it is handled properly—and I think with your oversight looks very promising that it

will be—I would say to my grandchildren it is a very sound investment in their future and in the world's future.

Given again this issue about the asbestos, the exposure of staff and others, is the move out of this building possible to accelerate?

Ambassador PATTERSON. Thank you, Senator. I think as Mr. Burnham mentioned, they are going to do this as quickly as possible, and I know that they are actively engaged in the search for office space. But more than asbestos, what really worried me was fire, because when you take a tour you can see that the fire prevention standards are such that they could not identify where a fire breaks out in the building.

So I think, as Mr. Burnham said, they are going to move this forward as quickly as possible. And another factor too, another reason to move it very rapidly ahead is the increasing cost over time.

Senator DAYTON. Mr. Chairman, I would ask that the Ambassador or Mr. Burnham or both keep the Subcommittee advised of the timetable for moving the staff out of there. June 2007, to me, is too far into the future. I am not an expert on how you move a large number of people like that in a city like New York City, but it seems to me that is a long time away, so if we could see what you can possibly do to accelerate that for their safety and well-being.

I would also just ask, is there anything we can do here, or not do to make your job better or easier or facilitate your success?

Ambassador PATTERSON. Thank you very much, Senator Dayton. I think we will be happy to keep you advised, and I would urge you to come up. That is always useful. We have had many of your colleagues there. They take a tour of the facilities. They see for themselves, and you can also see the work that the U.N. does in the Security Council and humanitarian issues and a broad range of other issues.

Senator DAYTON. I taught public school in New York City for 2 years. I have seen my share of New York's fire traps, but thank you anyway.

Is there anything that we can do? I mean that sincerely.

Ambassador PATTERSON. No. Thank you for your—we welcome the attention of this Subcommittee to monitor this project. It is always a help when you engage with the U.N. Committee structure and with the other nations.

Senator DAYTON. I thank you for the service you are rendering to our country and your post. Thank you.

Ambassador PATTERSON. Thank you.

Senator DAYTON. Thank you, Mr. Chairman.

Senator COBURN. Thank you. Senator Sessions.

Senator SESSIONS. Ambassador, have you personally—I assume you have not—but have you ever personally developed and managed the construction of a major project in a metropolitan area?

Ambassador PATTERSON. Certainly not, Senator.

Senator SESSIONS. That is not your or my expertise for sure. I know you have relied on this GAO report, and cited it, the project as being, "subject to in depth, on site reviews by the Government Accountability Office." Have you read that report carefully?

Ambassador PATTERSON. Yes, sir.

Senator SESSIONS. Is it not true that GAO did not look at the actual numbers of the project, but really the process that these numbers are developed and did not go behind those numbers to see if they represented actual, competitive fair market value cost for construction?

Ambassador PATTERSON. Yes, Senator Sessions. That is what auditors do and that is what they did in this case.

Senator SESSIONS. So they are just auditing the thing, and to really say that tells you what a fair market value is, is not correct. They are just repeating what the firm hired by Renato—

Ambassador PATTERSON. No. And I did not mean to imply that. What I was trying to say, Senator Sessions, in my reply to Senator Coburn, was that the process of development involved multiple firms and multiple world class firms who evaluated these costs, and took a second pair of eyes and a third pair of eyes and a fourth pair of eyes on these costs. It was audited repeatedly by not only the GAO but also internal auditors.

Senator SESSIONS. Audited, I am not sure what audited means. You can read somebody's paperwork and add it up and say that is accurate, but if you go behind that to say was it really valid to begin with is a different thing. So they did not do that.

Now, the Renato architect/engineering firm that did this estimate, do you know how much they have been paid or how much the contract—

Ambassador PATTERSON. I believe \$8.5 million, Senator, but I will double check that.

Senator SESSIONS. Do you know what their contract—what about this \$40 million figure?

Ambassador PATTERSON. I am unfamiliar with that figure, but I will check on this figure, but my recollection is that Renato Sarno was paid \$8.5 million. And the Turner firm that validated the cost, was a subcontractor to Renato Sarno.

Senator SESSIONS. Did they get additional funds?

Ambassador PATTERSON. I do not know, Senator, but we can check on that, but it is about \$8.5 million, and I do not know where the \$44 million figure came from. I believe it came from a Fox News story.

Senator SESSIONS. I have a report from the CRS that indicates \$26 million has been paid for that. Are you aware of that?

Ambassador PATTERSON. I will check if I was mistaken.

Senator SESSIONS. And that 5.7 percent of that came from the United States. You note that the figures are in the ballpark. But even the GAO report says on page 12 that there could be a plus or minus 30 to 50 percent variation in those figures, does it not?

Ambassador PATTERSON. Yes, sir, and I believe the GAO report also says that that is fairly customary at this stage of design, but let me assure you, Senator Sessions and Mr. Chairman, that we too have oversight procedures in place within the U.S. Government to look at this. I most assuredly am not a construction engineer, but we do have experts that we have particularly assigned, specifically assigned to this project within the U.S. Government, whose job it is to be sure that the taxpayer's dollar is well spent on this.

Senator SESSIONS. Well, it is just hard. I think this is the Big Apple and if you can make it there you can make it anywhere, but

you better be good or they will take you to the cleaners. It is tough to know and get good information. I think we need to listen to some of the people who have actually built buildings there who maybe can give us some information based on firsthand experience.

Thank you for your service.

Ambassador PATTERSON. Thank you, Senator Sessions.

Senator SESSIONS. That is all I have.

Senator COBURN. Ambassador, thank you for being here. We have about three questions we would like to ask you, as well as discuss some of those other things that you were not prepared to discuss in open hearing today, and I would like just your assertion that you will grant us that privilege of doing that.

Ambassador PATTERSON. Of course I would be honored, Mr. Chairman. Thank you.

Senator COBURN. Thank you very much.

Ambassador PATTERSON. Thank you.

Senator COBURN. It gives me great pleasure to introduce a friend of mine. He is a member of the House of Representatives from New York, Congressman Vita Fossella, who will introduce our next panel.

Mr. FOSSELLA. I thank you very much, Mr. Chairman, and distinguished Senators.

I appreciate the opportunity to come to introduce to you two great individuals, two friends, and indeed, two great New Yorkers. One has dedicated much of his life to the public sector, serving as a New York City Police Officer, and then making the transition to the private sector successfully, and then back to the public sector where he has served with distinction in the New York City Council in the Bay Ridge–Dyker Heights section of Brooklyn, and now is a New York State Senator. His name is Marty Golden.

The other has a reputation, a good reputation at that for being a successful, urbane businessman, but above all, he is, I think, a great American and a great New Yorker.

And the one thing that both Donald Trump and Senator Marty Golden have in common is that they believe in New York City, they believe it is the greatest city in the world, and they are great Americans. And in this case, they believe that—and they share my view—that the United Nations can play a positive role in this world, and it should remain in New York City, but it also has an obligation to the U.S. taxpayer to be accountable, transparent, and when it does what it does, it should do so with the highest degree of responsibility to all of us.

Mr. Chairman, I want to thank all of you for convening this very important hearing, for shedding light on what I think is an important matter, not just in New York, but across the country, and allow me to introduce to you, my good friends, Marty Golden and Donald Trump. Thank you.

Senator COBURN. For our audience, State Senator Marty Golden is a conservative and independent Republican, representing Southwest Brooklyn, was first elected on November 5, 2002, and was re-elected to the New York State Senate on November 2, 2004.

Mr. Trump is a world-renowned real estate developer, entrepreneur, author, now television producer and star of the reality

show “The Apprentice.” You know, there is something I want to say here, but I dare not say it. [Laughter.]

State Senator Golden, if you would, keep your remarks to 5 minutes. We have read your testimony, appreciate your hard work. I would also remind everyone, our whole purpose is what the United Nations is doing with this building. All of us have some strong feelings about the United Nations, but I would like for us to focus our attention on the process here of what we are directing to, and not all of the other problems that we are all aware of at the United Nations.

Please begin.

**TESTIMONY OF MARTIN J. GOLDEN,¹ NEW YORK STATE
SENATOR**

Mr. GOLDEN. Thank you, Mr. Chairman, and thank you for this opportunity to speak before you, Chairman. Senator Sessions, Senator Dayton, thank you also. Members of the Subcommittee and invited guests, I am the New York State Senator, Martin J. Golden from Brooklyn, and on behalf of the State Senate Majority and Senator Joseph Bruno, the Majority Leader, I want to thank you for this opportunity here to testify and explain to the Subcommittee Members my efforts to put a stop to a crucial piece of the New York State Legislature necessary for the United Nations planned renovation and expansion.

Typically, a New York State Senator rarely engages in issues of international organizations, but late in the fall of 2004 it was brought to my attention that a bill was poised for passage in the New York State Senate which would eliminate a children’s playground adjacent to the United Nations, and a swap for another site, thereby allowing the United Nations and expansion project to move forward.

Land swap deals that improve public space are fairly commonplace in New York State because they have community support, and in some instances municipalities are required to get the approval for that legislation.

Supporters of the bill believe that the continued viability of the United Nations site is important to the city of New York, the State and to the world community. The intent of the bill is to force in appropriate planning process with due deference to the need of the local community for parks and historic preservation.

I agree with the continued vitality of the United Nations is important to the city of New York, the State and to the world community. But I objected to rewarding the United Nations with taxpayer dollars and the privilege of expanding in New York because it is a mismanaged and deeply troubled organization.

United Nations leadership is responsible for the organizational mismanagement and the blame falls squarely on the shoulders of Secretary General Kofi Annan and his failure to implement a standard of accountability and transparency.

You have heard that here today from several of the people who have testified. Everything just seems to be in a mishmash. There is nothing that has been vetted. Everything seems to be out there.

¹ The prepared statement of Mr. Golden appears in the appendix on page 312.

Nobody seems to be able to pinpoint a dollar figure, and you have pointed it out very well, Senator Coburn, this is going to impact our children for many years to come.

Under Kofi Annan's tenure, he presided over the shameful Oil-for-Food program in what appears to be the largest dollar-for-dollar humanitarian scandal in world history. I simply could not trust United Nations under Kofi Annan's leadership with taxpayer dollars, and will not support this legislation to allow the privilege of expanding the United Nations in New York.

I believe that Kofi Annan's office should have been more forthcoming in the inquiries of Senator Sessions, Senator Coleman, and you, sir, Senator Coburn, as well as the inquiries from other Senators about the United Nations renovation and the expansion project. Senator Sessions' inquiries were for the benefit of the American taxpayer, who is responsible for the proposed \$1.2 billion loan and yearly operating costs.

It is your hearing today, Senator Coburn, that will also bring out the cost. What a lot of people do not understand is what this country puts into it, the 2006 operating dollars for the U.N. is \$469 million, and we put in \$1.2 billion in humanitarian relief, and \$1.5 to \$1.6 billion to go to \$2 billion annually. That is what this country, what the taxpayers put into this.

Ultimately this stonewalling is indicative of mismanagement and a potential for the United Nations to waste millions of taxpayer dollars on this renovation and expansion plan.

The world's premier developer, Donald Trump, estimates that the world body stands to waste hundreds of millions of dollars due to incompetency and theft. I value Mr. Trump's opinion and share his concerns.

When I first expressed my opposition to the United Nations' expansion, Secretary General Kofi Annan probably had no idea where Bay Ridge, Brooklyn was, and for that matter, who I was. He had no idea how seriously I take my oath of office to uphold the Constitution of the United States and the State of New York.

Yet this issue has brought me here today before this Subcommittee because expanding the United Nations under Kofi Annan's leadership is not reflective of New York's diverse population, which is represented by a majority of State Senators with conservative value.

Some New York State Senators have objections based on terrorism concerns, like Senator Michael Balboni of Long Island, who pointed out that the plan to upgrade the United Nations involves putting a 35-story building on top of what is listed as a major terrorist target, the Queens Midtown Tunnel. Every driver going through there would be burdened by whatever security precautions are put into place. Over 80,000 vehicles pass through that Queens Midtown Tunnel daily. Restricting use of the tunnel is not just an inconvenience, but also an economic hardship.

Other State Senators such as Senator Serf Maltese of Queens had deep philosophical objections toward the United Nations because of its anti-Americanism, its anti-semitism, human rights violations by U.N. staffers, unpaid parking tickets and many other issues.

And the issue which we all agree upon in this room today is the scandalous United Nations Oil-for-Food program, \$60 billion, billions wasted, gone, corruption.

My opposition and the amount of negative publicity associated with getting the bill passed in the New York State Senate set off an intense lobbying effort.

Despite intense lobbying efforts, I told the people supporting New York State Senate, passage of the legislation that my request is simple: Kofi Annan must resign and the standard of accountability and transparency be instituted before I will support this bill. The resignation of Kofi Annan would be the beginning of a systematic change to the management and oversight of the United Nations.

I understand that the United Nations generates tax revenue and adds to the international appeal of the city of New York. However, in my opinion, I firmly believe that the United Nations will remain in New York City despite my staunch opposition to State legislation. Kofi Annan's leadership, the use of taxpayer dollars, and my philosophical objections towards the United Nations will not stop the United Nations from staying here.

In my heart I know I made the right decision for the people in my Senate District, the city, the State of New York, and to the future children that are going to pay this debt here in America.

The debt will just continue to mount. The money that this Nation will put into the U.N. will continue to mount. We need an institution that is capable of managing itself, and we have heard testimony here today that tells you it cannot manage a simple project of building a building in Manhattan. Why would we want to pour hundreds of millions and billions into that facility, into that organization without accountability and transparency, so it can be effective.

Thank you, Senator Coburn, Senator Sessions, and Senator Dayton.

Senator COBURN. Thank you, Senator Golden.

Just a little housekeeping chore I want to thank Mr. Burnham's staff for returning. I appreciate your willingness to listen to the other viewpoints.

Now we would like to hear from you, Mr. Trump. We, first of all, appreciate that you would take time out of your schedule to come down here. I think it is an important area. We recognize your success in the very areas that we are talking about, and look forward to hearing what you have to say about your opinions, but also what you have heard here today.

TESTIMONY OF DONALD J. TRUMP,¹ CHAIRMAN AND PRESIDENT, THE TRUMP ORGANIZATION

Mr. TRUMP. Thank you very much, Mr. Chairman and Members of the Subcommittee. It is a great honor to have been invited, and if I can lend a hand, I would certainly love to do so.

I have to start by saying I am a big fan, a very big fan of the United Nations and all it stands for. I cannot speak as to what has been happening over the last number of years because it certainly

¹The prepared statement of Mr. Trump with attachments appears in the appendix on page 315.

has not been good, but the concept of the United Nations and the fact that the United Nations is in New York is very important to me and very important to the world as far as I am concerned. So I am a big fan, such a fan in fact that at great expense I built a building across the street. It is the tallest apartment house in the world. It has been a tremendously successful building, sold out, and I am very proud of it. And if the United Nations were not there, perhaps I would not have built it in that location, so it means quite a bit to me.

My involvement with the United Nations began with a letter, which I will give to the Subcommittee, from the Ambassador to the United Nations from Sweden, and it is a long letter and a very beautifully written letter, and essentially he read an article about the success of Trump World Tower, which is the building that I can show you right here, which is, as you can see, very substantially taller than the United Nations, bigger than the United Nations. And he read an article in the *New York Times* saying that the building cost approximately \$300 million to build.

So he wrote me a letter and ultimately called me and said, "Is it possible that that building cost \$300 million, because it just seems so much bigger and so much better and so much more expensive and so much more luxurious, and how could you have done that for \$300 million?" When at that time, Senator, they were talking about \$1.5 billion to renovate the United Nations and this was around December 2000. I said, well, there are only two reasons, either gross incompetence or something far worse than that, and you know what the something is, and that is corruption, because there is absolutely no way that that building could have cost \$1.5 billion to build.

And I did a chart, and I looked at other buildings, and I heard the numbers today. I am very impressed with Mr. Burnham, but Mr. Burnham, it is not his business. Mr. Burnham is in a different business. The man he hired who has done some work, I guess, has just been on the payroll for 2 days, so perhaps he will be a great genius and he will bring down the cost to what it should be, which I think is about \$700 million tops, and that is complete.

But I did a little chart, and I looked at buildings that were comparable that I built, and I looked at fees also, architectural fees. The architectural fee for this building—and you have to understand a residential luxury building is far more complex than an open-floor office building to build. It is much more. You have many more bathrooms, you have many more kitchens, you have many more rooms. It is more complex. An office building is essentially open space with subdividers.

So I looked at it and I added up some of my costs, and for Trump World Tower, across the street, built not long ago, I spent approximately \$258 a foot. It is the tallest residential building in the world, \$258.32 a foot. I have 871,000 feet. It cost \$225 million to build.

Anybody that says that a building of renovation is more expensive than building a new building does not know the business, because you have a frame built, you have your foundations built. You have in many cases elevators that can be reutilized in their en-

tirety, but fixed. You have many components that can be used, and it only costs a fool more money.

I did the Grand Hyatt Hotel from the old Commodore Hotel. I did Trump International Hotel and Tower from the old Gulf and Western Building at 1 Central Park West, if you remember. I did the Trump Park Avenue Building from the Delmonico Hotel. I love doing renovation because it costs you half. It does not cost you more, it costs you less if you know what you are doing.

Now, if you do not know what you are doing, it can be fraught with cost overruns, etc.

So I looked at a couple of other buildings, 40 Wall Street is a building which is unfortunately and sadly now the tallest building in downtown Manhattan, sadly because the World Trade Center came down. It replaced 40 Wall Street. It was actually the tallest building in the world for a period of 1 year, and then superseded by the Chrysler Building and then the Empire State Building. But downtown Manhattan, it was superseded by the World Trade Center, 40 Wall Street is approximately 72 stories tall. It was a complete gut renovation identical to what you are doing. We put all brand new windows, brand new everything in it, and I have a renovation cost of, let us say, \$100 a foot if you add everything, and that would mean that your job would cost somewhere in the neighborhood of half the number that you are talking about, and even less.

The way I look at it, the number that they are talking about—and I agree with Senator Sessions—is close to \$600 or \$700 a foot. They are not adding garages. And by the way, garages are very inexpensive to renovate, so that brings the number way down. They are not adding a lot of things that have to be added.

When I went to see the Administration, and when I went to see Kofi Annan, I was actually quite excited because I thought that I could save this country, this world, everybody including myself, a lot of money just by sitting down and having a meeting. Unfortunately, as our great Senator to my right said, there was just no response. They did not really care. It got a lot of press. I walked into the room and I sat down. I felt like a head of State. I was sitting with Kofi Annan, and a door opened, and there were literally hundreds of reporters taking my picture. I said, “What are we doing? I just want to tell you I can build a building a lot cheaper.” And that was the end of it.

I wrote letters, and you have copies of the letters.¹ I wrote letters after the meeting. I thought the meeting went amazingly well. I was expecting a call the following day from—whether it is Kofi Annan or his people—at that time it was a man named Connors. I met with Mr. Connors.

Mr. Connors did not know the first thing about what he was doing. He did not know whether or not the curtain wall was going to be new, old, and did not even know what a curtain wall was. I said, “What are you going to be doing with the curtain wall?” He said, “What is a curtain wall?” Now, he was in charge of the project. The curtain wall is the skin of the building. I said, “Will it be new or old?” He said, “I don’t know.” I said, “Are you using

¹ The letters submitted by Mr. Trump appears in the Appendix on pages 324–332.

New York steam or are you using a new boiler system?" He said, "I don't know what New York steam is." It is a very common form of heating in the building. He had no clue.

The price, at that time, was \$1.5 billion. I do not know why it came down because the world has gone up, but it came down. That was in the year approximately 2000 to 2001. So he did not have a clue. I do not know if he is still there. Perhaps he is.

The one thing I found him very good at is that he did not want to lose control of this project. He was a man that absolutely wanted to keep control of the project, but he did not have even the slightest inkling of what it was all about, knew nothing about it.

He then told me that he may move people out, he may not move people out. He did not know. He thought he might. He was not sure. He just did not know. So I went through a whole list of questions for him, and then I realized that the United Nations is in serious trouble, because the \$1.5 billion that they were talking about, there was no way it was going to happen for that.

And I say today that the \$1.2 billion, which they brought down even though it is basically the same work and even though things have gotten more expensive, so I do not know why they brought it down because I do not think they brought it down for any particular reason. But the \$1.2 billion, in my opinion, I will be sitting here in 3 years, and I will be saying—and I am going to predict that it will cost over \$3 billion because they just do not know.

I was very impressed with Mr. Burnham, but again, you have to deal in New York City construction to see what tough people are all about, to see what tough contractors are all about, and if you have not done it, you are going to go to school and they are just going to take you to lunch, and you are just not going to even know what happened.

So this project at \$1.2 billion, will cost in my opinion \$3 billion. In my own opinion, however, in my real opinion, it should cost approximately \$700 million.

I have been listening to a couple of different things, first, swing space. I do not think you need swing space. First of all, what landlord in New York is going to rent space for a year and a half or 2 years? Who is going to do that? You are going to give up a building for a year and a half or 2 years and say, oh, good, you just go in, mess up my building for a short term and then move out. Nobody is going to do that unless they are totally desperate, and you do not have to be desperate in New York. It is the hottest real estate market in the world, today probably, and I am saying where are they going to find this space to start off with? It is going to be a disaster. And if you know New York City landlords, and some of you do, there is no worse human being on earth. [Laughter.]

They are going to have more fun with these folks from the United Nations when it comes to signing that lease, and the United Nations, their heads will be spinning. Assuming there is honesty, their heads will be spinning.

So I do not know where they are going to get the space. They are going to have to pay so much, and no landlord is going to fix the space. You know, I am listening to these people that are very naive, and I respect them, but they are very naive in this world. Now, I might be naive in their world, but in this world they are

naive to think that they are going to go into a building and rent hundreds and hundreds of thousands of feet of space—if they can find such a building and I do not know of any building like that—and then they are not going to have to pay for the renovation of that space and fixing up the space for a couple years.

Now, people do that but they sign 25- and 30-year leases. I do not mind going into an office building and fixing up space, but I sign a 30-year lease or a 20-year lease or at least a 15-year lease. These people are going to sign a 1-or a 2-year lease. It is ridiculous. So their concept of swing space, in my opinion, does not work from an economic—and the number of \$98 million is a joke because that number will be hundreds and hundreds of millions of dollars in just the renovation cost alone.

One of the things that I had mentioned to Kofi Annan and the whole group, when I was at the meeting, was that there was no reason to move anybody out. In New York City we have a lot of asbestos buildings, and there is a whole debate about asbestos. I mean a lot of people could say that if the World Trade Center it would not have burned down, it would not have melted. A lot of people think asbestos, a lot of people in my industry think asbestos is the greatest fire-proofing material ever made, and I can tell you that I have seen tests of asbestos versus the new material that is being used, and it is not even a contest. It is like a heavyweight champion against a lightweight from high school. But in your great wisdom you folks have said asbestos is a horrible material, so it has to be removed.

Space is constantly being renovated. Asbestos is constantly being gotten rid of with tenants in possession. You sit there. They wrap it, they conceal it, they do it. There are many professional firms. They move the asbestos. Estee Lauder's company, they did it while they were in possession. I could name a hundred tenants where it has been done while they sit in their offices, literally working. Sometimes it is done over weekends. Sometimes it is done at a little different time. They take sections of offices and they do it, and the people move from that section to another section and they are inconvenienced for a day and a half. And then they rebuild the office.

So the concept of moving to swing space, dealing with New York City landlords, is absolutely ridiculous.

Now, you can do the entire building. You can put new skin on the building. You can put new piping, you do not have that much piping because the bathrooms are all centralized. Not every office has a bathroom. It is not like an apartment house. But you can do this entire building, like I did the Grand Hyatt Hotel. I took the old Commodore Hotel and I made it into the Grand Hyatt Hotel on 42nd Street and Park Avenue. It is a great success. I have done this with many buildings. But it is not necessary to have everybody leave the building in order to rebuild a building, and you do not have to necessarily even do it at one floor at a time. You can either fix the skin or put a new skin on the building, and what you do is you do the roof first, and you seal it, and you get a 30-year guarantee. And what I do best in life is build, even better than "The Apprentice," I must say. [Laughter.]

The thing I do best is build. But you put a new roof, as I did with the Commodore Hotel into the Grand Hyatt, you put a brand new 20- or 30-year roof that is a guaranteed roof, and now your roof is done, like an umbrella, and then you bring the skin down, and as you are bringing the skin down, you are taking the old skin off. So by the time—and you literally have very little gap, very little space, but you are bringing the new skin down and just think of an umbrella. You are bringing the—and you should put new skin. This skin has been up there for 60 years, it is over. You can copy the skin identically. You can copy the color of the glass identically. You can bring in all the modern technology including triple pane or double pane glass in terms of heat and cooling and everything else, but you bring the skin down and—you have scaffold—and as it is coming down, the old skin is coming off, everything is sealed up beautifully.

In the meantime, inside, your pipes are going up, your asbestos is coming out, your electric is being redone. You have companies that do nothing but redo electric. Now, these are different companies. You have companies that do new electric, they would not know how to redo electric. Then you have companies that redo electric, they do not know how to do new electric. I mean it is just a specialty.

But you have special people that redo apartments, which are being renovated all the time with people in possession, that redo all sorts of buildings. I just built a building on Park Avenue and 59th Street. I had tenants in possession when I did it. I mean I built a major building, essentially brand new, the old Delmonico Hotel, and I had people living in the building when I did a major \$100 million job. It is a \$200 million building. So the concept of moving to another location and getting everybody out of this building is absolutely asinine and will cost you so much money you are not even going to believe it, and then you are going to have to move in.

Many other things. When I did the Wollman Rink, the City of New York was boggled down for a period of 7 years. They had spent \$21 million. It was a tremendous embarrassment to the Koch administration. And I said, "I would like to take over the project." And they said—the *New York Times* came out with an editorial, the *New York Post* came out with a great editorial, and they said, "Let Trump do it," and finally the city let me do it. And I rebuilt, and believe me, I used nothing that was there before. Everything had to be gutted out because it was totally incompetently done, 7 years, \$21 million. I redid it—and the Senator remembers this very well I guess—I redid it in 3 months for \$1.8 million, and it opened, and I still run it today, and that was quite a while ago.

This is no different, and in fact, in a certain way this is even easier. All week long you have tenants in New York renovating their space, you have buildings being renovated with what we call tenants in possession. There are tenants in possession, they are in possession of the space. Now, I listened to one thing and I have seen one thing and one number that sticks out more than all of the rest, because whether or not somebody does not know what New York steam is or what boilers and whether or not they have boiler rooms, which the people at the United Nations did not do. But the

number of \$44 million for an architect is one of the great numbers in the history—in fact, I think this man is a genius, whoever he may be, wherever he may be in Italy. I think he is a great genius. I would like to meet him. [Laughter.]

He is without question the richest architect in the world. And as one person said, “I think they only got \$500,000.” Another person said, “I think they got a million dollars,” and then changed their mind and it was \$7.8 million. And then I listened to Senator Sessions, who actually did his homework, said they got paid \$27 million, because you were able to check the books. So they got paid \$27 million, have not done anything. They do not even have plans. Nobody even knows what they are building, and they got paid \$27 million.

Now, I have respect for a lot of people, and I have great respect for architects, but I am going to give you an example. The tallest residential building in the world my architect got paid approximately \$1.5 million. This architect got \$44 million. A building at 40 Wall Street, my architect got paid, believe me, peanuts, I think, less than \$1.5 million. In Chicago, where I am building a building of 92 stories at the old Sun Times site, 2.7 million square feet, which is more than the United Nations if you add up all of the projects that they are talking about, it is larger, substantially larger. I am spending \$600 million and they are saying they are going to spend \$1.2 billion, so they are spending much more, and this is a 92-story building with brand new structure, brand new foundations. I am building all the roads. Mayor Daley made me build roads around the building. I had no choice. Otherwise, if you know Mayor Daley, you are not going to build the building. He is a great man but he made me do that. So all of this is \$600 million, and they are spending \$1.2 billion.

Now, there is no way they are spending \$1.2 billion, in my opinion, and based on what I have heard. When they have spent \$27 million and terminated the architect, there is big trouble, because I do not think they have a new architect. So if they do not have a new architect, who is going to do the plans and who is going to do the bidding? Because in order to do a job, you have to have a complete set of plans and specs. If you do not have a complete, finished, set of plans and specs, you have nothing to bid on, there is no way you can bid. The worst thing you can do—and you said you were in the home building business for a while—the worst thing you can do, as you know, is start a job without complete plans and specs because the subcontractors will eat your lunch. So it is one of those things.

So they do not even have an architect. They spent \$27 million and they do not have an architect. Now, I have asked on numerous occasions, to go in and I would help them. I would love to help them. I do not want any money. I want nothing. I have made a lot of money. I do not care. I want nothing. If somebody said, what would be your dream on this site? Well, my dream is a dream that will not happen, but it is a dream that I might tell you. It is a dream to take the United Nations—the Senator over here is probably going to go crazy—move it to the World Trade Center as a brand new United Nations, sell the United Nations site—which is one of the greatest sites in the world—for much more money than

the whole thing would cost—and you end up building a free United Nations at the World Trade Center, where I do not think anybody is going to want to stay anyway. I think it is going to be a very hard rent up at the World Trade Center.

But let us assume that is not going to happen—not a bad idea though—

Mr. GOLDEN. Got no problem with it.

Mr. TRUMP. Not too bad. He has no problem. Most people do not have—

Mr. GOLDEN. Put Kofi Annan on the top floor. [Laughter.]

Mr. TRUMP. OK. I will not get into—I did not say that. But the fact is that the United Nations building, with all of its buildings, with its parking, should be completed—and I mean completed—at a cost of \$700 million. And it is my opinion that it will not be completed for less than \$3 to 3.5 billion. They do not know what they are getting into. And please remember this, as somebody that has probably built as much as anybody my age anywhere—I do not know of anybody who has built more—if you do not have a complete set of plans and specifications, there is no way you can build. And from what I understand, they do not even have an architect.

One final point. They give you some nice firms, Turner and this one, and Gardiner and Theobald. The fact is that I can take those same firms and tell them the way I want it built, and those same firms will come up with prices that are half the price that they are coming up with. They are being told what to do by people who do not know what they are doing. So if I take Turner Construction, which is fine, or if I take a couple of other—and by the way, when I say “fine”, fine but Rolls Royce. They spend money. But if I take a couple of those firms, and if I show them the right way to do it, and if I lead them down the right way—which is really what a good developer does—that number that they are coming up with will be cut in half.

So that is it. Congratulations, you have yourself a mess on your hands, and it is only going to get worse.

Senator COBURN. Mr. Trump, thank you very much. Let me ask you a couple of questions. Your renovation cost per square foot on an average building, and let us say with asbestos abatement, what is it, \$100 or \$150?

Mr. TRUMP. I think any professional—I was speaking to somebody very professional, Richard LeFrak before. He said he just gave out an architectural contract on a million foot building for \$1.5 million, not \$44 million, \$1.5 million, so it is the same size, \$1.5 million.

I would say that because of the United Nations in terms of security and some enhanced needs, let us assume it is beyond even your normal high-grade office building—which it is really not; essentially it is an office building. But let us add something for security. I would think you should easily do it for \$250 a foot, easily. And that means complete. That is not adding up all of this other stuff, which by the way was not given to you. You have many things listed on that board that were not given to you.

Senator COBURN. Right. When you say \$250 a square foot, that is in today's dollars, so if we wait 2 years, there is going to be some price inflation in that?

Mr. TRUMP. They do not even have an architect so how can they start sooner than that? First of all, to do a good set of plans and specs is going to take you a good year, so if you do not have an architect even hired yet because the last one ripped you off or did whatever he did—that guy is unbelievable. I mean this guy, I want to meet him. I can learn from that guy. So you have a man that got paid \$27 million that you are not going to use. So now let us assume you have to start all over because no architect is going to take over somebody's plans in the middle. You just do not want to do that, OK?

The other thing is, how do you hire an architect from Italy? I love Italy. I love the Italians. How do you hire an Italian architect? What happens? Every time he wants to check the building, he gets on a plane and flies for 8½ hours, and he goes to the New York City Building Department and he does not even speak English? I mean it is ridiculous.

So what they have is they really have a problem and I do not see how they can ever start. Now, if you put a developer like myself or like any one of five other people—and I can only think of five—in charge of a job like that, you could have that job started immediately. You could have the asbestos removed with tenants in possession. You could have the entire building rebuilt in less than 2 years.

You know, Kofi Annan asked me one question. At the time—and I am only increasing it because of the fact that when I met him it was 4 years ago—but at the time I said I could do it I think for \$400 million versus their \$1.5 billion. Slightly different number, right? He said, “What would be the difference in the building?” I said, “The difference would be my building would be better, be much newer, much richer.” I was putting in all brand new marble floors on the ground—I like marble—I was putting in all brand new marble floors. They have all broken up terrazzo floors. Under their plan they were leaving these all broken floors. They are broken, old, and terrazzo is not exactly a great material, it is garbage. But I was putting in all brand new marble. I was putting in an all new curtain wall. They were going to fix their curtain wall. If you fix that curtain wall, it is a disaster. You have to put in a brand new curtain wall. You will get another 50 years. If you fix it, it is not the answer. It is going to leak, it is going to be a problem.

So he asked me the question, and I said, “The answer is it is going to be better. It will be brand new in its entirety. You will not have to move anybody out. You will not have to go and build”—at that time they were talking about, as you remember, building a new building to house the people, and they were going to—and they were actually thinking about then ripping the building down, so that is a real beauty. But they do not know what they are doing, so here I am.

Senator COBURN. So if the United Nations decides to go ahead on the track that they are going now, and go out for a \$1.2 billion contract, you going to go get that business?

Mr. TRUMP. No, I am not going to get it. First of all, they do not know what they want. They do not know what they have. They have no idea what they are doing. It is a problem where you cannot bid on a job like that. And I would not bid on it anyway. I offered

my services free. I wanted to save close to a billion dollars, actually \$1.1 billion at the time. I wanted to save a billion dollars for the United Nations, for the world, in a sense. I wanted to do it. I liked doing the Wollman Skating Rink. I mean this is a bigger version of the Wollman Skating Rink, that is all it is to me. And I said, "I do not want a fee, I do not want anything." They did not like the idea.

Now, the Senator would have his own reasons. He is stronger on it than me, but they did not want the idea.

Senator COBURN. Are you surprised, Senator, about that?

Mr. GOLDEN. No. I think that would be a good location, and I spoke in jest, and I apologize for the jest, but I think the downtown Manhattan would be a good site or where it presently is, and I think you could do an outstanding job. Anybody could, as long as you have accountability and you have real transparency, and you have real bids going on and real people managing these projects.

Mr. TRUMP. I think that is not going to happen. I think it is a very interesting idea, but I think it is not going to happen. I love the idea of the downtown switch. Sell the land. You will make such a fortune on the land, etc. It is not going to happen from a practical standpoint. It should happen, but it is not going to happen. But just in terms of the renovation itself, you have to get the right architect. I mean there are architects and there are architects. You have to get the right architect, and you have to know who those architects are. I mean I can only think of five architects who would do a great job on this building. You have to know who the architects are. You have to get your plan started. You have to do it as a renovation, and the renovation should be done quickly, effectively, and in my opinion, by the end of 2007, this whole job should be complete. It can be started immediately because of the fact that you are doing it the way I am saying. Within 3 to 4 months of planning, you can start your contracts without extras. In other words, you can start what I call hard contracts, contracts without fluff and without extras.

I think the entire job can be done by the end of 2007. I promise you, Senator, they will not even have the people moved out by 2007.

Senator COBURN. One little follow up. They gave us \$1.2 billion, \$482 million going to labor and materials, and \$471 million set up for contingency and professional fees.

Mr. TRUMP. Nobody has ever heard of such a number.

Senator COBURN. In your experience, when you plan a project, what do you figure for contingencies, the whole thing, the cost overrun, liability, the whole works, what do you figure?

Mr. TRUMP. Their contingency number was what, \$400 and some odd million?

Senator COBURN. Yes, \$471 million.

Mr. TRUMP. Craziest number I have ever heard. My building in Chicago is \$600 million. I believe we have a \$30 million contingency, and of the \$30 million, if I use any more than \$3 or \$4 million, I am going to be very angry at my people. That is a 92-story building. I have a \$30 million contingency, and I do not expect to use it. I set aside \$30 million. I expect that if I use more than \$3

million, I am going to be a very unhappy camper. To have a \$400 and some odd million contingency is totally unheard of.

Senator COBURN. Thank you. Senator Dayton.

Senator DAYTON. Thank you, Mr. Chairman.

Well, you build good buildings, Mr. Trump.

Mr. TRUMP. Thank you.

Senator DAYTON. I go to Napoleon's.

Mr. TRUMP. Very good.

Senator DAYTON. When can you start? [Laughter.]

Mr. TRUMP. I would like to do—it was amazing. The Swedish Ambassador just piqued my attention, and he should get a lot of the credit for this. I mean his letter is here. It is such a beautifully written letter, and it is written by a man—I do not even know him—it is written by a man of great common sense.

Senator DAYTON. And you met with the Secretary General 4 years ago?

Mr. TRUMP. Four years ago.

Senator DAYTON. And I see here the United Nations General Assembly Capital Plan I referred to before is dated June 2000. So I mean this project now on 5 years is going nowhere.

Mr. TRUMP. Right. I could have built it twice.

Senator DAYTON. How does the United Nations, or how does whoever it is, the lender if we are going to be the lender, how do you regain control of the project? Do you start with a developer?

Mr. TRUMP. Well, actually, Mr. Burnham said, "I would like to call you tomorrow," and I thought that was terrific. Honestly, I thought that was terrific. This is what I do. This is what I do the best. And I am in New York. And as the Senator said, Senator Sessions, New York is a tough place to do business. You know, I have had great success, and sometimes you take your lumps. You have to know the contractors. I know ever contractor in New York. I know the ones that are going to—I am not going to say the words, there is too many wonderful women in the room—but I know the contractors that are going to, "take advantage of you. I know the contractors that are slow. I know the contractors that are fabulous, that do not ask for extras. I know all of them. I know the good ones and the bad ones."

I told a friend the other day—he was doing his apartment, he told me the contractor—I said, "Do not use them." This was about a year ago. He got killed by this guy. He got killed. I said, "Use somebody else." He came to me the other day, he said, "I should have taken your advice."

The United Nations people do not know. We have major slime in New York, and much of that is in the form of contractors. Is that not a sad thing to say? And every one of them, I guarantee you, will find their way to the United Nations. [Laughter.]

Senator DAYTON. When would you like to take over rebuilding the Visitors Center and a few other projects?

Mr. TRUMP. That is true, you have had your own difficulties with that.

Senator DAYTON. We have. But it shows the difference between someone who knows what he is doing and people who do not. Thank you very much.

Mr. TRUMP. Thank you, sir.

Senator COBURN. Senator Sessions.

Senator SESSIONS. Mr. Chairman, thank you very much for caring enough about the American taxpayers' money to have this hearing, and I think you have got something planned. Mr. Trump is a breath of fresh air for this Senate. And it ought to embarrass all of us because all of us have oversight committees that are not doing a very good job, and if we could save \$1 million, Mr. Trump, that is a million dollars that can be used for good cause, and I think there is a potential to save a lot more than that.

You have given us a tutorial on reconstruction and renovation and construction in big projects. I hope people were listening, and I think the main point is you have got to know what you are doing in this city and this kind of construction project or you can be taken to the cleaners. Your contributions are going to help us save money, and I believe help us have a better U.N. building, and you would not have said that if you did not believe in the institution and want it to be better, and want it to have the best building it can and the best balance sheet it can.

So I just want to thank you for it, and we will note that you said it could be completed by 2007. The plans are at this date to begin moving people out by June 2007. So once again, we have longer time frames and more costs. Again, I want to thank you for your courage, your willingness to speak out on an issue that a lot of people would have avoided, but you brought your expertise to bear and I believe it will help the U.N. do a better job.

Thank you very much.

Mr. TRUMP. Thank you, sir.

Senator COBURN. Mr. Trump, if someone in your organization paid twice the amount for a project than it should have cost, in two words or less, what would you say?

Mr. TRUMP. You're fired. [Laughter.]

Senator COBURN. We are dismissed.

[Whereupon, at 4:42 p.m., the Subcommittee was adjourned.]

A P P E N D I X

PREPARED STATEMENT OF SENATOR CARPER

Thank you, Mr. Chairman, for holding this very timely hearing.

Since its establishment on June 26, 1945, the United Nations and its agencies have played integral roles in addressing global issues ranging from peacekeeping to human rights.

Since its inception, a number of geopolitical milestones have resulted:

- The State of Israel was created by a vote of the United Nations partitioning a section of Palestine to make a permanent home for the thousands of Jewish immigrants, displaced by the Holocaust prior to and during World War II.
- In September of 1960, the U.N. accepted 16 African states as members of the U.N. who had seceded from colonial rule and established their independence.
- Additionally, the U.N. was major factor in bringing about the downfall of the apartheid system in South Africa, by imposing measures ranging from an arms embargo to a convention against segregated sporting events.

The U.N. is important not only to the international community, but also right here at home to the U.S. and to the city of New York. The U.N. employs over 40,000 people, including 1,400 Americans, making it one of New York's largest employers. New York City lists the U.N. as one of its major tourist attractions, with approximately 40 million visitors having toured the building since 1952 and contributing by some estimates \$800 million yearly to our economy.

The U.N.'s presence in New York creates an inherent solidarity with New Yorkers at a time of peril from terrorism. Both the General Assembly and the Security Council of the United Nations quickly and forcibly condemned the terrorists' September 11th attack on New York, and the Security Council mandated a strong program of anti-terrorism measures binding on all 190-member states.

The tasks assigned to the U.N. by its member states since the end of the Cold War have grown and evolved in ways that the U.N.'s founders could not have envisioned; unfortunately, the physical structure of U.N. Headquarters does not reflect this growth.

The U.N. Headquarters was designed to accommodate 70 member states; there are now 191 member states occupying the building. The U.N. Headquarters were designed for 1,500 meetings per year; it now accommodates approximately 5,800. Both the U.S. and New York City fire and safety codes and accessibility standards have changed significantly since the 1950s; the U.N. is unable to meet either.

Problems within the U.N.'s infrastructure include the existence of: asbestos; lead paint; poor fire separation between buildings; falling and leaking ceilings; a lack of sprinkler systems; and spaces that would be inaccessible to emergency responders, such as firefighters.

The U.N. Headquarters also lacks enhanced security measures like shatterproof glass windows and blast-proof General Assembly building walls which are essential in a post 9/11 world.

To address these hazardous work conditions, the United Nations has created a Capital Master Plan to refurbish and modernize its headquarters. The U.N. has hired experts to offer counsel on the development of the design and construction plan. The GAO has examined the progress of the Capital Master Plan in 2001 and again in 2003:

- In its May 2003 General Accounting Office Report: *Early Renovation Planning Reasonable, but Additional Management Controls and Oversight Will Be Needed*, the GAO found that: "U.N. officials followed a reasonable process consistent with leading industry practices and recognized guidelines in developing the headquarters renovation plan—the first phase of a five-phase renovation process." (GAO REPORT, May 2003 03-566)

- In its June 2001 General Accounting Office Report: *Planning for Headquarters Renovation Is Reasonable: United States Needs to Decide Whether to Support Work*, the GAO found that: "The planning efforts for the proposed renovation of U.N. headquarters in New York City have been reasonable and have conformed to industry best practices. U.N. officials have identified critical problems in the buildings that need to be remedied and developed options for correcting the deficiencies. They have also developed preliminary, but reasonable, cost-estimates for them." (GAO REPORT, JUNE 2001 01-788)

Additionally, the U.S. Mission's Management and Reform Office has conducted ongoing reviews of this process since its start. Also, a task force has been created that includes the State Department, OMB, and consultants that have worked on U.S. embassy construction projects.

I am confident that testimony from our witnesses today will demonstrate the severity of the hazardous conditions under which U.N. employees work on a daily basis. I believe that our witness from the State Department and our briefing from Under Secretary General Burnham will assuage any concerns expressed about the fiscal responsibility of the Capital Master Plan. I look forward to learning how Congress and the Administration can work together to ensure that the Capital Master Plan is implemented without delay.

However, I must also take some time to relay some things that have troubled me about this hearing.

First, the timing for this hearing seems somewhat odd considering that just last year Congress approved a \$1.2 billion market-rate interest loan at 5.54 percent, which has already been offered to the U.N. U.N. Secretary-General Kofi Annan has encouraged the U.N. to accept the loan by the September 30, 2005 deadline. Additionally, Congress just a few months ago approved a \$6 million loan guarantee to prevent losses in the event that the U.N. should default on the loan. It seems that a hearing of this nature would have been more timely before these Congressional actions took place.

Second, I am unclear as to why GAO, a neutral observer who has conducted two rigorous oversight studies on this issue and is planning a third, is not testifying today. Instead, we are faced today with a series of witnesses who have little insight into the nuts and bolts of this process. For instance, one witness says that he is against the project simply because Kofi Annan is heading the U.N. and that he will support the project if Annan steps down.

I'm told that Kofi Annan will no longer even be the Secretary General by the time the construction of this project begins. I'm sure there are countless individuals we could have called before us today who have strong opinions about the U.N. and what it does. But at a hearing of this nature, I'm interested in facts, not opinions, so I'm disappointed that some of today's witnesses know very little about the details of the Capital Master Plan and the costs associated with the plan.

If there truly is a problem with this project, I'd be among the first members of this subcommittee to say that we should do something about it. But it seems clear to me that this is a sound project that GAO and other parties have a close eye on. That being said, I look forward to hearing testimonies from our witnesses today that really address the nuts and bolts of the renovation and any related issues of concern.

Thank you.

United Nations Headquarters Renovation

United Nations Renovations	U.S. Mission to the United Nations
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- | | |
|--------------------------|-------------------------|
| • \$2.6 Million/ Sq. ft. | • \$141,000/ Sq. ft. |
| • \$1.2 Billion (Cost) | • \$39.9 Million (Cost) |
| • Rate= \$461/ Sq. ft. | • Rate=\$283/ Sq. ft. |

TESTIMONY OF US SENATOR JAMES INHOFE BEFORE THE
**U.S. Senate Committee on Homeland Security and Governmental
Affairs**

Subcommittee on Federal Financial Management, Government Information,
and International Security
July 21, 2005

BACKGROUND

I want to begin the hearing by congratulating my fellow Oklahoman, Dr. Coburn, for holding this hearing. It is sorely needed, and I recommend more to come.

After decades now in Congress dealing with United Nations issues of all stripes, I am completely fed up with the United Nations.

For about a decade now, since even before its signature in 1997, the Kyoto Protocol to the United Nations Framework Convention on Climate Change has been a prime focus of my wrath in the Environment and Public Works Committee I now chair, as well as on the Senate floor, and overseas in Milan, Italy, at the 9th Conference of the Parties to the United Nations Framework Convention on Climate Change, known as COP-9.

Similarly, for over two years now, I have been engaged in battling the United Nations Convention on the Law of the Sea, including holding a hearing in my EPW Committee, and prompting ones in the Senate Armed Services Committee on which I serve, in the Senate Intelligence Committee, and in the House International Relations Committee.

Just recently I had the pleasure of voting AGAINST an amendment on the Senate floor to extend the reach of the United Nation into the United States regulation of energy production via UN designations of World Heritage sites.

I note gladly that on all of these issues Senator Sessions has been a stalwart ally, fellow traveler, and like-minded voter.

My interest in and concern about the United Nations was particularly peaked in December of last year (2004) upon my return from one of my many trips to Africa.

Shortly after that trip, I was talking with Ward Brehm, whom I had the pleasure of bringing to the attention of the Bush Administration and shepherding through the nomination and confirmation process to be the current Chairman of the African Development Foundation.

Ward Brehm related to me a meeting he had in Kigali, Rwanda, with my friend Rwandan President Paul Kagame and my other friend Nate Fields who serves as President of the African Development Foundation (ADF). The discussion centered on the African Development Foundation announcing the start-up of its operations in Rwanda.

President Kagame welcomed and endorsed ADF's operating mode where assistance is channeled directly to Rwandan enterprises, communities, businesses and non-governmental organizations. He noted that this was the only way of assuring that the people benefit, because this type assistance generates new jobs, increased incomes, and the development of Rwandan products.

In contrast President Kagame suggested that too much of the assistance for the United States Agency for International Development (USAID) was in the form of highly paid consultants and numerous technical studies (often repeating the same analysis). President Kagame suggested that out of the more than \$50 million annual assistance received from USAID, he could see or account for perhaps \$3 million that was going directly to the people at grassroots to generate economic growth in Rwanda.

Assistance for Rwanda according to State
Department

<u>Account</u>	<u>Fiscal Year 2004</u>
Child Survival & Health	13,300,000
Development Assistance	5,871,000
Global HIV/AIDS Initiative	16,382,000
International Military Education Training	298,000
PL 480	14,579,000.00
<u>TOTAL</u>	<u>50,430,000</u>

That discussion infuriated me. What a waste on behalf of our citizens and what a shame for the lost opportunity to truly help the needy souls of the world! It was time to act and to prevent that aid from being diverted, and I became determined to get to the bottom of the problem.

In a related discussion with Richard Soudriette, my Chief of Staff when I was Mayor of Tulsa and current President of the International Foundation for Election Systems, it was suggested that inefficiencies within aid diversions by the United Nations World Food Programme and the United Nations Food and Agriculture Organization could be part of the problem.

At that point my interest in the United Nations had not only been kindled but was on fire.

SIGNIFICANT PROBLEMS AT THE UNITED NATIONS

With my ear now acutely attuned to United Nations activities as of the 1st of December, a true litany of United Nations problems ensued, each one a catalyst for improvement and correction:

1. Congressman Chris Smith held a hearing in December of 2004 pointing out the complicity of the United Nations in the forced abortion policies of the People's Republic of China;
2. I was impressed by and cosponsored Senator Ensign's reintroduction in February 2005 of his bill S. 291 to require the withholding of United States contributions to the United Nations until the President certifies that the United Nations is cooperating in the investigation of the United Nations Oil-for-Food Program, which Senator Ensign originally introduced on May 5th of 2004;
3. *Congo Rapes*
Whereas United Nations peacekeepers and civilian personnel in the Democratic Republic of the Congo, entrusted with protecting some of the weakest and most vulnerable women and children in the world, stand accused of more than 150 major human rights violations; the U.N. Secretary-General Kofi Annan has both

validated and acknowledged that “*acts of gross [sexual] misconduct have taken place*,” and allegations exist of U.N. Peacekeepers in the Congo have threatening and seeking to illegally manipulate U.N. investigations through the obstruction of witness testimony.

4. *Sudan/Darfur*

Whereas there have been over 300,000 deaths in the Darfur region due to violence, famine and disease, over 70,000 of which were civilian deaths, and nearly two million displaced persons, and the refusal of the UN Security Council to declare these mass killings in this region a genocide.

5. *Rwanda Refugee Camps*

Whereas attacks on Rwandan refugee camps have claimed hundreds of lives; about 160 killed and 110 injured on the Gatumba refugee camp and the 160 people shot, hacked, and brunt to death at a Tutsi refugee camp in Burundi, a crisis where the President Domitien Ndayizeye claims no responsibility.

6. Scant attention paid to the grievous sins of the Lord’s Resistance Army.

7. The UN holds a multitude of conferences around the world in exotic locations on every topic under the sun, including Global Warming.

- These are lavish events with fancy hotels and succulent foods.
- Story about your friend from Africa whom you saw in Milan, Italy.

8. Kofi Annan knew about the genocide in Rwanda before it occurred and kept the UN neutral.

- The movie Hotel Rwanda is based on the incredible true story of Paul Rusesabagina, who used the five-star hotel he managed to shield almost 1,300 Rwandans from certain death in 1994.
- The only place you can find this stomach-turning story, in fact, is in Ambassador Dore Gold’s new UN-trashing tome called Tower of Babble.

- Gold's heavily researched and copiously footnoted book is solid throughout, but by far the best chapter is "Impartial to Genocide," which serves as a damning indictment of Kofi Annan. The most startling revelation: Despite having credible advance warning that a genocide was imminent, Kofi was the man who spearheaded the UN's unconscionable position of "neutrality" as Hutu militias murdered thousands of Tutsis per day.
- On January 11, 1994—three months before the genocide began—Major General Romeo Dallaire, head of the original UN peacekeeping unit in Rwanda, sent a secret cable to UN officials in New York warning that a "very, very important government politician" had put him in touch with a Hutu informant who warned that Hutu militias were planning the "extermination" of minority Tutsis.

9. UN Oil For Food Programme

- Has been a complete scandal.
- Kofi Annan's son right in the middle of it.
- It has prompted numerous investigations and legislation against the UN.
- You are a sponsor of the principal Oil-For-Food bill in the Senate this Congress.
- All agree it has seriously damaged the credibility of the UN.

10. United Nations Convention on the Law of the Sea

- **John Norton Moore, University of Virginia Law School Professor:** "[T]here is nothing in the International Seabed Authority or any other element created by the Law of the Sea Treaty that is United Nations. There is no unit of the United Nations created. The International Seabed Authority has no employee of the United Nations. It is not United Nations..."
- That is totally refuted by **Hans Corell**, United Nations Under-Secretary-General for Legal Affairs (**Legal Counsel of the UN**) stated, "At

the highest level the global and political, the UN General Assembly exercises a general oversight function over all matters related to ocean affairs and the Law of the Sea.”

- **Vern Clark, CNO**, testified that Law of the Sea “provisions also do in fact apply to the air.”
- **INHOFE**: “Under the Convention, the U.S. Coast Guard or others would not be able to search any ship until the U.N. notifies and approves the right to search a ship. Is that accurate or is that inaccurate?”
- **John Turner**, Assistant Secretary of State for Oceans and International and Scientific Affairs: “I am going to ask Mr. Taft to respond to that.”
- **William Taft**, Chief Legal Counsel for the Department of State: “I will have to look at that specific provision, Mr. Chairman. I am not familiar with that, I am afraid to say, but I think we ought to look at it.”

AMENDMENTS TO FOREIGN AFFAIRS AUTHORIZATION ACT

To begin to rectify some fraction of these problems, I offered 14 amendments to the Foreign Affairs Authorization Act to address many of these problems.

Working with Senator Lugar and his staff, I had 11 of the 14 accepted by the majority in some negotiated form or other. Shortly thereafter, the Foreign Affairs Authorization Act was pulled from floor consideration.

Of those 14 amendments I introduced, one of them, SA 304, addressed the reports of exorbitant costs of renovating the UN headquarters.

NEW YORK SUN ARTICLE

Perhaps the real genesis of my United Nations headquarters renovation amendment was a fascinating piece in the New York Sun written on Friday, February 4, 2005, by Staff Reporter Meghan Clyne entitled, *TRUMP SCOFFS AT U.N.'S PLAN FOR NEW H.Q.*.

Congressman Scott Garrett, a Republican from New Jersey's fifth District is mentioned in the article and my office made more than twenty contacts with Congressman Garrett's office, including meeting in person to discuss various options for addressing the issue.

Thus the article provided excellent contacts.

Substantively, the article brought to light several interesting points. Meghan Clyne, the reporter, noted the sorts of renovations planned by the United Nations: "security upgrades, greater energy efficiency, the removal of hazardous materials, updated fire-safety systems and handicapped access, expansion of meeting facilities, and improvements in technology and communications equipment."

Ms. Clyne took those categories of renovations to several qualified Manhattan real-estate experts to check the cost proposed by the United Nations for the 2,650,653 square feet to be renovated.

These experts included the respectable likes of an executive managing director at the commercial real-estate firm Julien J. Studley Inc., Woody Heller; an executive vice president at Newmark, Scott Panzer; chairman of global brokerage at commercial real-estate firm CB Richard Ellis, Stephen Siegel; and another from whom I look forward to hearing today and about whom Senator Sessions will have more to say.

To a person, they all said that the renovation costs proposed by the United Nations was much higher than it should be.

COST COMPARISONS

The Environment and Public Works Committee I chair has jurisdiction over the General Services Administration that has charge of federal buildings such as office buildings and courthouses. We authorize each and every prospectus for these buildings.

The UN buildings to be renovated have square footage as follows:

General Assembly	263,600 square feet
Secretariat	812,500 square feet
Conference Building	320,000 square feet

Basement (Parking)	856,800 square feet
South Annex Building (Cafeteria & Training Classrooms)	42,000 square feet
Dag Hammarskjold Library	115,600 square feet
North Lawn Building (Printing facility)	95,800 square feet
United Nations Institute for Training and Research (UNITAR)	144,300 square feet
TOTAL	2,650,600 square feet

Hence the article reports that, “Under the Capital Master Plan, a total of 2,650,653 square feet will be renovated.”

Dividing the total cost of the renovation project by the square footage to be renovated, Ms. Clyne notes, “Using the space figure cited in the Capital Master Plan yields a per-squarefoot cost of \$452 for the renovation.”

For some points of reference, my staff has provided a cost comparison to some federal buildings in the United States:

Brooklyn Courthouse (Annex), New York	\$307 per gross square foot
Islip Courthouse, New York	\$262 per gross square foot
Ronald Reagan Building, Washington	\$263 per gross square foot
Boston Courthouse, Massachusetts	\$297 per gross square foot
Embassy, Bangkok, Thailand	\$410 per gross square foot
Embassy, Ottawa, Canada	\$492 per gross square foot

Now it’s important to keep in mind that the cost reflected in these numbers includes CONSTRUCTION and even demolition in some cases, rather than mere renovation.

Renovation ought to be less expensive than construction from scratch.

My office has communicated with Charles Matta, FAIA, who is the Acting Director of the Center for Federal Buildings and Modernizations in the Office of the Chief Architect at the General Services Administration’s Public Buildings Service.

Mr. Matta has kindly provided that some useful information. He notes, for example, that the building type and square footage of a New York courthouse will bear some similarities to the New York General Assembly building that has 263,600 square feet. He makes the other following comparisons, complete with comparable square footage and comparable cost per square foot:

General assembly:	(equivalent to Courthouse 263,600 s.f low rise):	\$360-416 per Gross Square Foot
Secretariat	(equivalent to high end tall Office Building 812,500 s.f high rise):	\$282 per Gross Square Foot
Parking Garage modernization:	(equivalent to new inside parking structure with secure 200 spaces):	\$125 per Gross Square Foot
Conference facility:	(equivalent to 320,000 s.f low rise):	\$303 per Gross Square Foot
Cafeteria & Training:	(equivalent to 42,000 s.f 2-story):	\$331 per Gross Square Foot
Library:	(equivalent to 115,000 s.f low rise):	\$290 per Gross Square Foot
Printing Plant:	(equivalent to warehouse 95,800 s.f one level):	\$256 per Gross Square Foot

Thus, from the information available to my staff and me, I conclude that loan amount of \$1.2 billion for renovating the UN Headquarters per the UN Capital Master Plan is significantly higher than fair market value would require.

OVERSIGHT OF THE UN CAPITAL MASTER PLAN

Through the good work of the Subcommittee Chairman's staff, my staff and the staff of Senator Sessions met several times with the General Accountability Office, which has conducted two studies of the UN project.

The most striking thing my staff learned is really what the GAO did not do. GAO examined the process the United Nations used, but GAO did not guarantee that the price was at fair market value. GAO did not guarantee that the project was being done as cost-effectively as possible.

In fact, GAO concludes that "Oversight Will Be Needed." And here we are today.

Also important from the New York Sun article by Meghan Clyne is the statement,

"Another body that reviewed that plan, according to a U.N. spokesman, Farhan Haq, was the U.N. Board of Auditors. That board, the plan says, 'was unable to carry out an assessment of the cost estimates due to conflict of interest considerations.' Those considerations were not explained."

Obviously the problem is that the normal assessment of cost estimates was not done, and such oversight is crucial because this project is the largest of its type in UN history. There were even questions whether the UN could handle the project in the first place. I still wonder.

Furthermore, the Sun article continues,

“Mr. Haq said, however, that another U.N. watchdog, the Office of Internal Oversight Services, was "regularly auditing" the Capital Master Plan in full, including the cost estimates. The Office of Internal Oversight Services was one of two U.N. bodies that audited the oil-for-food program.”

Here too, the implication is clear—if the Office of Internal Oversight Services at the UN audited the Oil-for-Food Program so poorly that Dileep Nair, the head of this watchdog office, was fired, how good can we expect the auditing of the UN Capital Master Plan to be?

**INHOFE UN HEADQUARTERS AMENDMENT TO FOREIGN AFFAIRS
AUTHORIZATION ACT**

Given this dearth of reliable and normally functioning cost controls, I offered my United Nations Capital Master Plan amendment to the Foreign Affairs Authorization Act.

It read as follows:

***Congressional Record Full Text for the 109th
Congress
(Senate - April 06, 2005)
[Page: S3320 & S3321]***

SA 304. Mr. INHOFE submitted an amendment intended to be proposed by him to the bill S. 600, to authorize appropriations for the Department of State and international broadcasting activities for fiscal years 2006 and 2007, for the Peace Corps for fiscal years 2006 and 2007, for foreign assistance programs for fiscal years 2006 and 2007, and for other purposes; which was ordered to lie on the table; as follows:

On page 59, between lines 4 and 5, insert the following:

SEC. 405. RENOVATION OF UNITED NATIONS BUILDING IN NEW YORK CITY.

(a) *In General.*--Notwithstanding any other provision of law, no Federal funds shall be used to process any acceptance of the offer of a loan for \$1,200,000,000 at 5.5 percent interest, or any other loan amount at any other interest rate, for the renovation of the United Nations building in New York, New York, until the Secretary of State **certifies the falsehood** of reports from approximately 6 renovation experts with particular experience in the costs of renovating high-end facilities and structures in New York, New York that the costs proposed by the United Nations for such renovation is above commercial, fair market prices.

(b) *Additional Offers.*--In examining such reports of severely inflated cost estimates (some estimating charges in excess of 200 percent of fair market value), the Secretary shall arrange a meeting of the Bureau of International Organizations to discuss and receive written offers for the renovation of the United Nations building in New York, New York from not less than 12 different renovation enterprises or experts.

After negotiation with the Foreign Relations Committee, we settled upon the following approach:

SEC. 405. RENOVATION OF UNITED NATIONS BUILDING IN NEW YORK CITY.

(a) *In General.*--Notwithstanding any other provision of law, no Federal funds should be used to process any acceptance of the offer of a loan for \$1,200,000,000 at 5.5 percent interest, or any other loan amount at any other interest rate, for the renovation of the United Nations building in New York, New York, until the Secretary of State determines, based on expert opinion provided by the Bureau of Overseas Building Operations, that the cost proposed by the United Nations for

renovating facilities and structures in New York, New York is not above commercial, fair market price.

In our negotiations, the Foreign Relations Committee explained that the State Department has grappled with excessive costs before. Specifically, there was a problem with the costs of building and renovating United States embassies.

To this end, the Secretary of State put in place strong, experienced, and professional leadership to create a high-performing and responsive organization. On March 12, 2001, Major General Charles E. Williams, USA, retired, was appointed as Deputy Assistant Secretary of the Office of Foreign Buildings Operations. Two months later, the former Office of Foreign Buildings Operations was upgraded to Bureau level, reorganized, and renamed Overseas Buildings Operations (OBO), reporting to the Undersecretary for Management, with General Williams as Director and Chief Operating Officer (Assistant Secretary equivalent).

General Williams reorganized the Bureau to ensure full accountability, top performance, and clear understanding of the mission; introduced industry best practices and an Industry Advisory Panel; fast tracked every project; created a Long-Range Overseas Buildings Plan; and is leading the Bureau to becoming a results-based organization.

The Bureau of Overseas Buildings Operations (OBO) directs the worldwide overseas buildings program for the Department of State and the U.S. Government community serving abroad under the authority of the chiefs of mission. In concert with other State Department bureaus, foreign affairs agencies, and Congress, OBO sets worldwide priorities for the design, construction, acquisition, maintenance, use, and sale of real properties and the use of sales proceeds.

Since his appointment as Director/Chief Operating Officer, General Williams has opened 15 new embassy compounds with an additional 40 under design and construction.

Against this background, and as a result of General Williams' effective work, we designated the Bureau of Overseas Buildings Operations and General Williams as independent third-party arbiters of whether or not the cost of the planned UN renovations exceeded fair market value.

My amendment is one method to ensure that the US taxpayers who will be paying hundreds of millions of dollars for this project do not get taken.

WRAP UP

That wraps up the meat of my testimony, but I did want to mention a few last items.

I want to note that in examining the workings of the United Nations, I had my staff contact the UN and ask for their budget. I want you to know the United Nations responded that it was the first time that they had ever received a request from Congress for their budget.

That fact alone cries out for more good work by the likes of this committee. I would like to recommend the topics of some of the other subjects of my amendments to the Foreign Operations Authorization bill.

I am interested in the ensuing testimony from the all of the witnesses, and thank Dr. Coburn and Senator Sessions for their excellent work and the work of their staffs in raising the profile of this important issue.

Thank you.

**BRIEFING BY THE
HONORABLE CHRISTOPHER B. BURNHAM
Under Secretary General of the United Nations**

**BEFORE THE UNITED STATES SENATE,
COMMITTEE ON HOMELAND SECURITY AND
GOVERNMENTAL AFFAIRS**

**SUBCOMMITTEE ON FEDERAL FINANCIAL MANAGEMENT,
GOVERNMENT INFORMATION AND INTERNATIONAL
SECURITY**

JULY 21, 2005

Mr. Chairman, Senator Carper, members of the Subcommittee, it is my high honor to appear before you today in my new capacity as the Under Secretary General of the United Nations for management.

For the past four years, I have served as a member of the Bush Administration working at the U.S. Department of State under the leadership of General Powell and Secretary Rice. This Spring, I resigned from the Administration to take on new duties at the United Nations. I did so because the UN is unique in history. Never before have all the nations of the world come together in an assembly to address global problems in a forum where all nations have a voice. I also did so because the President and Secretary Rice were deeply concerned that this unique body was suffering from many

ills, among them, scandal, an archaic corporate governance structure, lack of internal controls and lack of accountability and transparency, a crumbling physical infrastructure, and increasing resource requirements—meaning increasing need for U.S. taxpayer funds. Simply put, they want reform brought to the UN, and a corporate structure and accountability that ensures our money will not be wasted. The Secretary General is fully committed to reform, and has asked me to charge ahead.

Of the many tasks the Secretary General has assigned to me, few are more important than the Capital Master Plan (CMP). You need not go see the movie *The Time Machine*, simply walking into the headquarters of the UN is a nostalgic return to the 1950's—in architectural, furniture, design, function, and systems. It is charmingly retro. Unfortunately, it is also egregiously in violation of any reasonable level of safety and efficiency.

[SLIDE 1] You have read about the myriad of problems with the complex— asbestos, complete violation of any fire code or building code, health issues, etc. I will not dwell on them here. Instead, I will address the solution and my shared concern with this Subcommittee that we accomplish this economically and with the best value for all the taxpayers around the world who will fund this project.

In addressing the CMP, I am reminded of the standard “Five Paragraph Order” of the United States Marine Corps—Situation, Mission, Execution, Administration and Logistics, and Command.

Here is the Situation:

[SLIDE 2] We have seven buildings with over two and a half million square feet of office, conference and support space on 17 acres of land located in the middle of the most expensive city in America. Constructed in 1950 with later additions in the 60's and 70's, the complex fails minimum fire code, building code, and safety code standards, and lacks modern and sufficient security. It is riddled with asbestos, including dripping from the insides of my air conditioning unit just three feet from my desk. It lacks proper fire detectors, a sprinkler system, and if one of the massive steam pipes, which leak, were to blow, there is the real potential that a large area surrounding the UN would be contaminated with asbestos requiring the evacuation of the area until cleaning crews could decontaminate it. The building lacks a high tech backbone that leads to greater efficiency and cost savings. It is unsafe for employees of the UN, the more than 1200 Americans who work there, members of the General Assembly, and potentially for the City.

Here is our mission:

With the greatest efficiency and lowest cost to the global taxpayer, move thousands of employees and delegates out of the complex and into swing space by June 2007; renovate, modernize, and secure all facilities and systems as quickly as possible.

How will we execute:

We have hired a leading construction project manager, Gardiner & Theobald, founded in 1840. Their responsibility will be both project management and cost management.

The Secretary General announced Tuesday the hiring of a new Assistant Secretary General to oversee the renovation project, Fritz Reuter, whose brief bio I have attached to my remarks. Most recently in charge of the massive one billion dollar-plus Cornell Medical/Columbia Presbyterian Hospital project next to the East River, Fritz Reuter brought it in early and under budget. In Assistant Secretary General Reuter we will have a skilled and experienced “old New York hand” overseeing the day-to-day leadership of the UN renovation, and reporting to me.

[SLIDE 3] We’ve done four separate costs estimates for the project using four different groups, and received two favorable GAO reviews of our methodology.

The project costs have been estimated throughout the process by major New York City construction management and construction consultant companies listed here:

- 1998 – Hanscomb
- 2002 – Turner Construction
- 2002 – Hill International
- 2005 – Gardiner & Theobald Inc

In addition, the costing methodology was reviewed by GAO, twice, and found to conform to best practice.

With our costs estimates in place and vetted four separate times, the next thing to do is to make sure we're not out of line with other projects of similar type and scope. This can be difficult. I went back and looked at the total costs of renovations to the U.S. Capitol between 1950 and 2001, exclusive of the visitor's center. Although it is more than \$1.3 billion in nominal dollars, it is quite difficult to compare the US Capitol renovation to the UN project on a per square foot basis. I also took a look at the renovation costs of the State Department building, which approaches one billion dollars over ten years. The problem is, both are in Washington not New York, and I cannot be sure of an apples to apples comparison because the UN includes all costs—planning, design, and construction costs, the cost of swing space, rental space for the Capital Master Plan team, salaries and overhead of the team, as well as asbestos abatement and new security measures necessary to make the complex meet modern security standards.

[SLIDE 4] We do have the per square foot estimates of the proposed construction of a new building known as "UNDC-5." Here, all-in costs "fully loaded" were estimated to be \$545 per square foot. Gardiner & Theobald, based on their database of dozens of large scale new building projects, estimates construction costs of New York headquarters buildings with the owner as the occupier runs in a range from \$550 per square foot to \$650. By contrast the new U.S Capitol visitor center, with increased security costs, may run up to \$950 per square foot, according to the GAO. By contrast, the UN project will run \$365 per square foot, fully loaded.

SLIDE 5 shows how the proposed budget was constructed. The Swing space figure is based on the estimate made three years ago for what the cost of swing space would be if the New York Legislature had approved the application by the UN Development Corporation to construct a new building for the UN next to the existing campus, first to be used as swing space, and then as consolidation space from other buildings around mid-town Manhattan that the UN currently rents. This number -- \$96 million -- was based on this old estimate. Because the UN will not have the advantage of using the UNDC as a landlord, and will have to rent commercial space in New York at market rates, I anticipate this figure will climb.

[SLIDE 6] The last slide shows the full per square foot costs broken down by area.

What will we need to get the job done:

The United States has generously agreed to lend the United Nations the money for this project. I need this approved by the General Assembly this Fall. We have moved from the planning phase to the design phase. By August we expect to have these designs 60% complete, enough to begin seeking indications of interest from construction companies, culminating in a bid competition sometime in the fourth quarter of next year or in early 2007. I expect to move out of the existing buildings no later than June 2007, and renovation to begin shortly thereafter. While the plan is to currently be back in the complex by 2011, I am asking my team to accelerate this schedule and shoot for 2010.

How will we ensure command and control:

I am involved on a daily basis. Two days ago, we hired one of the most accomplished project managers in New York, Mr. Fritz Reuter, to oversee our in-house team. I plan to create a high level advisory board of experts on this type of project from the New York community—an example I have taken from the renovation and new construction efforts by the New York Metropolitan Museum of Art. We've hired an external construction and cost manager—one of the most respected—and we've brought in other firms to validate our assumptions. We will continue to work with the GAO as they also opine on this critical renovation project.

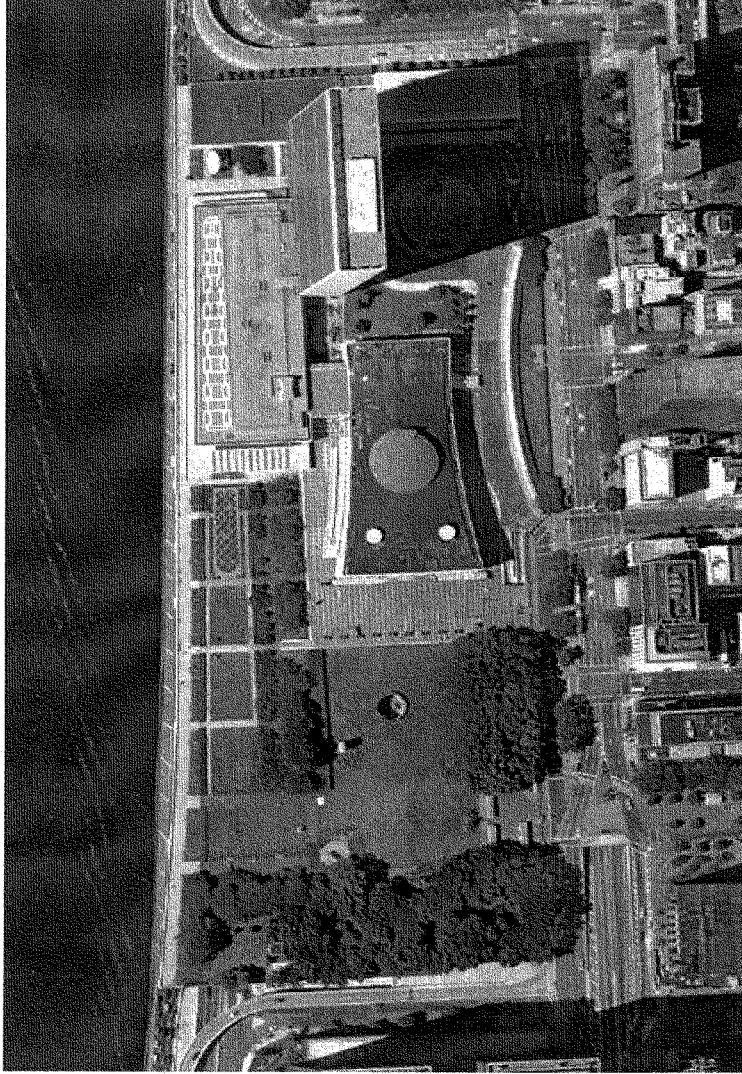
Mr. Chairman, I spent almost six years on the Appropriations Committee of the Connecticut House of Representatives, and the past four years as the Chief Financial Officer of the United States Department of State. Like you I also bring a passionate desire to make sure our taxpayer dollars are not wasted. I do not intend to drop my guard here, and you can rest assured we will run a lean, transparent and efficient operation.

Thank you. I would be pleased to take your questions.

Reasons for the Project

- Systems are extremely energy inefficient.
- Large areas of Façade have deteriorated and require replacement.
- Complex does not comply to City safety, fire and building codes.
- Complex does not comply with handicap accessibility codes.
- Complex is deficient in meeting modern day security requirements.
- Complex contains large quantities of hazardous materials – asbestos, lead.
- Lack of sprinkler systems.
- Building infrastructure deteriorated after 50+ years of use – steam lines, ductwork and all mechanical systems.
- Upgrade of mechanical electrical pumping systems to current day standards.

UN Headquarters site



Why Reasonable

- Previous studies have determined that a full renovation is more cost effective than a phased renovation or a long term maintenance program.
- The projected costs are based on reasonable projections and include projected escalation, per good practice and industry standards.
- The project costs have been estimated throughout the process by major New York City estimating / construction management / construction consultancy companies.
 - 1998 – Hanscomb
 - 2002 – Turner Construction
 - 2002 – Hill International
 - 2005 – Gardiner & Theobald Inc
- Costing methodology was reviewed by GAO and found to conform to best practices.

Comparisons

	<i>Fully loaded cost per GSF (US\$)</i>
UN Refurbishment	\$365
UNDC-5	\$545
Owner/Occupier – NYC Headquarters	\$550-650

Proposed budget / Approved budget - 2003

(In US\$ millions)

Scope	Proposed	GA Change	Approved
Emergency work	\$5	-	\$5
General Assembly	\$118	-	\$118
Conference building	\$149	-	\$149
Secretariat	\$261	+\$36	\$297
Dag Hammarskjold Library	\$38	-	\$38
North Lawn extension	\$19	-	\$19
South Annex	\$12	-	\$12
UNITAR (to be deleted)	\$6	-	\$6
Infrastructure	\$210	-\$57	\$153
Security	\$77	-\$17	\$60
Site and Landscaping	\$9	-	\$9
Contingency (corrected)	\$87	-	\$87
Refurbishment	\$991	-\$38	\$953
Swing space	\$96	-	\$96
Total (+/- 10%)	\$1,087	-\$38	\$1,049
Options up to	\$180	- \$36	\$144

Comparison: Estimated construction trade cost vs. full cost per Gross Square Foot

Scope	Area (GSF)	Construction Trade Cost per GSF (US\$)	Full Cost per GSF (US\$)
General Assembly & Conference buildings	628,000	\$237.26	\$425.16
Secretariat & South Annex buildings	882,000	\$195.01	\$350.34
Dag Hammarskjöld Library	125,000	\$168.00	\$304.00
Infrastructure	2,610,000	\$19.92	\$35.63
Basements, garage, svc. drive, NL bldg, UNITAR	975,000	\$48.21	\$87.18
Security, site & landscaping, emergency work	2,610,000	\$15.71	\$28.35
Contingency	2,610,000	See below	\$33.33
Subtotal	2,610,000	\$184.67	\$365.13
Design contingency (15.0%)	2,610,000	\$27.59	--
Gen. conditions (10.0%)	2,610,000	\$21.07	--
Prof fees and Owners costs (16.0%)	2,610,000	\$37.55	--
Construction contingency (10.0%)	2,610,000	\$27.20	--
Cost escalation (22.5%)	2,610,000	\$67.05	--
Total	2,610,000	\$365.13	\$365.13

Estimate source: Turner Construction Co. 2002 / Budget confirmed by Gardiner & Theobald within 5%

**Written Questions for Mr. Christopher B. Burnham from Senator Tom Coburn
28 July 2005**

1. Please provide materials relating to the United Nations' award contract (PD/CO112/01) provided to the architecture-engineering firm, The Renato Sarno Group SRL. Information should include:

- ***A comprehensive description of the criteria used in determining the selection of The Renato Sarno Group***

The selection of the Renato Sarno Group (RSG) was based on the fact that they submitted the lowest cost proposal of all of the six technically acceptable proposals. The technical review and commercial assessment were conducted separately.

The criteria for technically acceptable proposals were:

- a. Successful experience with similar projects
 - Similarity of projects (size, operational facility, high-profile, renovation work)
 - Experience with historically significant buildings and buildings of the 1940's-1960's
 - Client satisfaction with design phase services: creativity, innovation, awareness of international best practices, accuracy of documents
 - Client satisfaction with construction phase services
 - Client satisfaction with administrative aspects (stability of personnel, responsiveness, adherence to schedule, initiative)
 - History of cost control
 - Quality of built project: practicality and maintainability of solutions, quality of work spaces, technological sophistication
- b. Depth of team
 - All technical specialties addressed
 - Relative expertise in each area
- c. Quality of preliminary sample
 - Relevance
 - Clarity of text, graphics and cost information
 - Creativity, flexibility, environmental awareness, practicality and maintainability of solutions, quality of work spaces, technological sophistication
- d. International character
 - International project experience
 - International mix of firms on team
- e. Experience of team working together on previous projects

- f. Quality of submittal
 - Completeness
 - Brevity
 - Clarity: in content and in appearance
 - Demonstrates understanding of client needs per the RFP
- g. Quality of narratives
 - Past experience with preliminary design and suggestions for this RFP
 - Brevity
 - Clarity
 - Relevance
 - Demonstrates creativity, flexibility, environmental awareness, concern for practicality and maintainability of solutions, concern for quality of work spaces, technological sophistication, awareness of international best practices

Those firms meeting the criteria for technically acceptable proposals were then invited to make a presentation. The criteria for acceptable presentations were:

- a. Appropriateness of presentation
 - Sufficient visual material, without overkill
 - Fit to UN audiences (clear, not excessive)
- b. Suitability of project manager
 - Good communication skills: clear, uncomplicated presentation
 - Handles confusing or difficult questions well
 - Flexible response, can switch from presentation to Q&A
 - Experience managing large teams
 - Intangible: sense of urgency, initiative, optimism, commitment
- c. Preparation
 - Following rules (i.e. number of people, time limits)
 - Familiarity with technical material
 - Knowledgeable and comfortable presenters
- d. Interaction among team members
 - Firms will be asked to briefly present two topics:
 - A past project, its problems and successes
 - Suggestions for approaching this project

Those firms passing both the proposal review and the presentation review were then considered for selection, based on lowest cost proposal.

It may be helpful to know that 152 firms were invited to submit Expressions of Interest; 37 were received; 27 firms were invited to submit proposals; 15 firms submitted proposals; eight (8) proposals were technically acceptable per the criteria above, and those teams were invited to make presentations. Six (6) presentations were acceptable per the criteria above; of those six (6) teams, the lowest cost proposal was selected.

- ***List of previous projects performed by The Renato Sarno Group of similar scope to the proposed UN renovation project***

Similarity of projects was a difficult issue in all of the proposals, since typically renovation of a multi-building complex is not undertaken by a single firm. The scope was not yet fixed, since the purpose of the Preliminary Phase was to develop alternatives, thus allowing the General Assembly to set the scope.

None of the proposers was expected to have all technical disciplines, or all forms of experience under one roof, so the assessment of proposals covered the cumulative experience of the team, as well as the experience of each part of the team. Disciplines covered in the proposal were:

- Asbestos and hazardous material abatement.
- Accessibility
- Acoustics
- Architectural preservation
- Building management/ automation/control systems
- Conference engineering
- Cost control
- Curtain wall maintenance
- Electrical and fire alarm engineering
- Electro magnetic fields
- Energy conservation and sustainability
- Estimating
- Fire protection engineering
- Functional location planning
- Host city, state and country building and related codes
- Landscape
- Logistics
- Mechanical engineering: heating, ventilating, air conditioning, plumbing
- Phasing
- Radio and TV studio design
- Scheduling
- Security and infrastructure vulnerability assessment
- Signage
- Space planning and office layout

- Structural and civil engineering
- Technology services (voice, data, video, simultaneous interpretation)
- Utility issues
- Vertical transportation
- Other specialties required to complete the professional services:
 - Concrete expert
 - Interior design
 - Architectural Historian
 - Existing condition survey
 - Lighting
 - Swing space leasing
 - Models and renderings

The main projects submitted that were relevant for the CMP are listed below.

For RSG itself:

**Palazzo Della Regione
Milan, Italy**

1956 complex including a 33-story high-rise office building, three basement floors, a low-rise building, conference, exhibitions, open to visitors, similar materials, similar mechanical and electrical issues, asbestos, accessibility, safety issues.
This project was the most similar to the UNHQ complex in terms of age, mix of buildings and uses.

**Financial Police Academy
Bergamo, Italy**

Four buildings, five different uses, public sector.
Progressive deterioration of the fixtures and fittings, complete renewal of the building and infrastructure of the complex, without interruption of activities.
New power stations, modifications for compliance with new fire rules, electromagnetism safety guidelines and environmental concerns.

**Law Courts
Milan, Italy**

Main building and a nearby smaller one, public sector. Total area of mixed uses is 1,750,000 sq. ft., including offices, courtrooms and other facilities.
Modifications for modern standards relevant to fire protection, life safety, security, accessibility and energy conservation, main networks re-planned, building components renewed and changed, ten (10) different phases with different schedules in synchronization with the timing of the Courts' activities.

Juvenile Court

Milan, Italy

Built in 1935 and enlarged in 1946. Smaller project, but public sector, renovation/preservation, mixed use, structural reinforcing, modernization of all systems (mechanical, electrical, audio-video, elevators, life safety) in order to conform to modern standards relevant to fire protection, safety, security, accessibility, energy conservation, building management.

Palazzo delle Stelline

Milan, Italy

Also small project, but historical preservation issues, 20 conference rooms.

To complement their renovation expertise, RSG proposed a project manager with experience in large projects with IM Pei, a major architectural firm in New York, including:

Raffles City, Singapore

42-story office building and two hotels, 30 flexible conference rooms and two (2) ballrooms, accommodating over 5000 people, total of 4,003,000 sq. ft.

The Bank of China, Hong Kong

Complex engineering and architectural construction, total of 1,400,000 sq. ft.

Four Seasons Hotel, New York, New York

54-story building, 532,600 sq. ft., NYC construction parameters.

The Everson Museum Refurbishment and Expansion, Syracuse, New York

Small project, renovation, sensitive site, code compliance; improve life and property safety, maintain system reliability, reduce operational and energy cost; reduce deterioration; extend life expediency and improve operational efficiency.

Other members of the team submitted comparable projects in their respective areas of expertise.

- ***The full scope of services included in the original contract agreement with an itemized breakdown of fees for each service***

An outline of the scope of services is provided below. The full potential scope of services was included as Annex A-2 to the Request for Proposal (RFPS-175). Our file copy of RFPS-175, excluding drawings, is attached herewith as **ATTACHMENT A**.

Scope of Services:**General Services**

Quality control plan, quarterly performance review, meetings, minutes, coordination with others (UN projects, Visitors' Experience, ...)

Normal Services

Preliminary Phase including:

- Coordinated final submittal including design, schedules, code and cost, annex all calculations, reference material
- Review of existing drawings, studies
- Design schedule
- Alternative approaches to problems identified in Study: set criteria, develop recommended viable alternatives into preliminary design, e.g.
 - Extent, degree of refurbishment
 - Duration
 - Sequence, phasing
 - Reduce impact of construction
 - UNITAR
 - Impact of office standards
 - Additional improvements
 - HVAC
 - Incoming electric service
 - Chiller plant
 - Energy conservation, greening
 - Utility strategy
 - Accessibility
 - Simultaneous interpretation: wireless
 - Technology, communications
 - Security
- Alternatives for temporary locations
- Alternatives for final locations of existing functions within UNHQ
- Construction schedules, phasing plans
- Building code analysis
- Cost analysis
- Assistance to UN in preparing proposal to Member States

The Scope of Services also describes full potential scope of services for other phases. The Contract limits services to the Preliminary Phase only, with extension at the UN's option.

- *A list of any and all modifications made to the original contract agreement*
- *A full accounting of disbursement payments provided to The Renato Sarno Group*

	<i>Contract</i>	<i>Disbursement</i>
Preliminary phase	\$ 6,229,466	\$ 6,229,464
Modifications:		
Existing condition drawings	\$ 322,750	\$ 322,750
Printing – CMP	\$ 27,750	\$ 13,307
DHL Auditorium	\$ 93,000	\$ 93,000
Reimbursable for asbestos testing at DHL Auditorium		\$ 1,617
Blast analysis	\$ 33,000	\$ 33,000
Curtain wall probes	\$ 102,072	\$ 101,058
Strengthening Security Project (SSP)	\$ 1,632,356	\$ 1,479,716
Printing – SSP	\$ 80,000	\$ 69,031
Subtotal (including SSP)	\$ 8,520,394	\$ 8,342,943
UN complex model & 3D renderings*		\$ 135,000*
Grand Total (including SSP)	\$ 8,520,394	\$ 8,477,943

* Settlement of claims by the Renato Sarno Group

2. *A full analysis comparing costs between a plan to a) renovate headquarters with occupants remaining in building, versus a plan to b) renovate headquarters with occupants vacating and relocating to “swing space.”*

- 2002 proposal:

<i>Costs (millions)</i>	<i>Vacate</i>	<i>Phased</i>
Renovation	\$991	\$1,094
Swing space	(UNDC5) \$96	\$66
Total	\$1,087	\$1,160

This was based on the following analysis:

At the completion of the Preliminary Phase, the Renato Sarno Group (RSG) submitted a 91-page report titled “Phasing and Sequence” (Volume 26 of 30 reports), dated 3 May 2002. The report detailed 20 phasing options for the seven (7) buildings of the UN Headquarters complex. Six (6) phasing options were developed and analyzed for the UN Headquarters complex, identifying swing space requirements, overall duration and sequencing of the project. Of the six (6) options, two (2) recommended options were

developed and budgeted, which further detailed security issues, material routing and storage, equipment and machinery requirements and waste material handling.

In June 2002, Hill International submitted a 77-page analysis of one of the RSG recommended options in a report dated 26 June 2002. Hill International provided a detailed estimate, and provided phasing, bidding and construction contract arrangement recommendations.

After the completion of the “Phasing and Sequence” report, the UN requested RSG to provide an additional phasing analysis for the newly developed UNDC5 option. The new RSG 132-page report, titled “Option V”, dated September 2002, provided a detailed budget estimate for vacating the UN Headquarters.

- Summary update by Gardiner & Theobald:

Key Factors: phased approach results in risk of work stoppage, new infrastructure inserted into occupied spaces, longer construction period (+2 ½ years), reduced meeting room capacity, hazardous material removals in occupied buildings, greater overtime with phased approach.

Based on the decision taken in the GA resolution 57/292, the approach being designed by the design consultants is for a strategy where the UN maximizes the number of people being decanted out of the complex during the renovation works.

At present, it is anticipated that the following groups will remain in the existing complex:

- North Lawn printing facility
- Security control center
- Potential technology core
- Approximately 50,000 of basement space for facilities

To date, no further detailed study has been carried out to review phasing options. The main areas that would require further consideration should phasing be reconsidered are:

a. Steam

Incoming steam line/room to be reconstructed during CMP – an entire new room/service would need to be constructed and existing decommissioned to ensure continuity of service for heating, cooling and humidification.

b. Electrical service

Two (2) new 480/277V vaults to be constructed prior to any decommissioning of existing 208/120V vaults. Work would need to be completed prior to the first turn over of any phase. Coordination and approvals required with utility provider. Detailed

phasing and coordination with construction and occupied floors will require further review.

c. River water intake

Existing river water intake is primary source of heat rejection for central chiller plant. Assumed scope of work under CMP is to refurbish existing – in the situation of a phased construction, either a second river water intake would need to be constructed and commissioned prior to the decommissioning of the existing, or temporary cooling towers would need to be provided in order to maintain cooling during the construction period.

d. Cooling towers on the Secretariat roof

Risers through the Secretariat would require coordination with the Secretariat phasing. Furthermore, temporary cooling towers would be required for the tech center as redundancy. Structural reinforcement for the roof slab to be addressed and may include vacating the 38th floor as part of phase 1 Secretariat construction.

e. Domestic water & fire water

New pump rooms to be built out in advance of Secretariat building first phase.

f. Storm & sewer

No issues, assuming existing will be retained.

g. Information & communication infrastructure

Secondary Tech Center would need to be constructed on an accelerated schedule, 3-6 months in advance of the first Secretariat phase handover. Temporary cooling towers would need to be provided while river water intake is under construction as redundancy. Temporary generators would need to be provided until permanent generator and fuel storage is installed and commissioned.

Overall strategy to be developed for the migration of the tech center and distribution during both the pre-construction and construction phases.

h. Chilled water distribution

Prior to the commencement of Secretariat and Conference building construction, excavation and installation of a 5th steam chiller would need to take place. Temporary modifications to the existing chilled water piping would need to be made to create a common header between the low rise and high rise loop. New risers would need to be run, tying in to the common header and steam/electric chillers decommissioned and

replaced one at a time to ensure maximum redundancy. As new areas commence construction, the old loop is removed and the new one tied in.

i. Fire alarm system

Existing fire alarm system would need to be modified and remain in place during construction of all phases. New fire alarm system installed and commissioned per phase, however not activated until the end of the project.

j. Fire suppression systems

All tech center fire suppression systems to be in place prior to turn over. Sprinkler system to proceed per phase, upon completion of pump room.

k. Building management system (BMS)

BMS control room to be completed prior to first phase handover (co-located with tech center), with all new equipment tied into central system upon completion/ commissioning.

l. Building security

System installation per BMS. Existing/Temporary system to be maintained during the construction program. A security program will need to be developed to ensure a secure perimeter and safe entrance.

m. Back-up power systems

Temporary back-up generators to be provided for the tech center, with N+1 redundancy, replacement generators to be installed in service drive within first phase of construction, with temporary generators placed in alternate location while this occurs, tied into automatic transfer switches allowing for back up to newly renovated and existing areas alike. Requirement and split between 480V and 208V generators to be determined and adjusted and construction proceeds.

n. Elevators, escalators and dumbwaiters, mail conveyors

Cab refurbishment to occur on a phased schedule (as applicable), new shafts, shaft extensions, machine room construction to occur within the appropriate phase. During the construction of new and extension existing conference building elevators, there will be no elevator service available in the Conference building.

o. Curtain wall replacement

There are areas of curtain wall that require replacement throughout the complex. In the Secretariat tower, the whole east and west elevations are scheduled for

replacement. In a phased approach, the initial assumption would be to start from the top and work down. This solution would conflict with the new services distribution, which ideally will start from the bottom and work up. Whichever route is chosen, there will be a requirement to either carry out infrastructure work in presently occupied floors prior to the commencement of the full floor refurbishment or carry out removal and reinstatement works of existing infrastructure after the majority of renovation works are complete.

p. Basement construction

Use of library as swing space for basement operations would facilitate space issues. Temporary broadcast facilities may need to be considered while new studio is under construction.

q. Generic concerns during construction

- Removal of old risers following installation of new infrastructure
- Separation of staff and construction workers
- Removal of hazardous materials and obtaining clean air certification
- Maintaining toilets on floor above construction in Secretariat
- Maintaining two (2) means of egress from buildings during construction
- Structural support of curtain wall above area of construction (Secretariat)
- Maintaining watertight spaces
- Noise generated during construction (in particular the conference buildings) could render the adjacent spaces unusable for meeting facilities.
- Vertical transportation for construction staff – consider the use of an external hoist for workers/materials.

r. Overall costs

Based on an initial review, Gardiner & Theobald have looked at the potential costs for the phasing approach for the construction as compared to the approach presently approved. The comparison is as follows:

<i>Costs (millions)</i>	<i>Base Scheme</i>	<i>Phased</i>
Construction	\$953	\$1,187
Swing Space	\$352	\$166
Total	\$1,305	\$1,353

The above costs are based on a number of assumptions and these would require to be fully reviewed with the design consultants and the UN during the study period. Any changes to these assumptions will change the project costs for the phased approach.

3. *A list for each year of total annual funds committed and disbursed for the maintenance of the UN headquarters for the past ten years.*

<i>Expenditure categories</i>	<i>1996-1997</i>	<i>1998-1999</i>	<i>2000-2001</i>	<i>2002-2003</i>	<i>2004-2005*</i>
Alterations and major maintenance	11,472,820	18,813,280	18,586,263	15,995,062	10,773,305
Regular maintenance	12,910,872	15,445,908	13,747,296	13,787,258	13,485,308
Utilities	20,741,401	19,296,531	28,007,520	26,157,452	30,052,206
TOTAL	45,125,093	53,555,719	60,341,079	55,939,772	54,310,819

** Obligations and disbursements for 19-month period (1 January 2004 – 31 July 2005)*

4. *A full accounting of funding approved, committed, and disbursed by the United Nations for activities relating to the Capital Master Plan.*

Please see ATTACHMENT B.

5. *Provide the building needs assessment of the current UN headquarters prepared by Ove Arup & Partners USA, and indicate if the proposed UN renovation plan will include any of the building repair needs ranked as “low” priority status in the report.*

The study itself is voluminous, but the summary for each building, excluding drawings, is attached (see ATTACHMENT C).

Ove Arup also prepared a “Significant Recommendations and Findings” summary, which is also attached (see ATTACHMENT D).

Are any low priority items included?

Please note the definitions in the “Priority Legend” from the Ove Arup Appendix A:

“High: Items which have exceeded planned life expectancy or pose a safety risk.

Medium: Items which will reach design life by 2010 and are functional.

Low: Items which will reach design life after 2010, are functional and in good condition or posing a minor operational problem or risk. Note that some Low Priority items will be done at the same time as High or Medium Priority items to minimize disruption and construction phasing premiums.”

Yes, some low priority work is included in the scope, for three reasons:

- Certain low-priority work is required in order to accomplish high-priority work (e.g. ceilings come down in order to remove old piping, asbestos and install new sprinkler, but ceilings are not in themselves a high priority).

- Work, such as tightening a loose railing or correcting a narrow doorway, was labeled low priority but must be completed in order to reach reasonable standards of safety or accessibility.
- Basic maintenance items, which are a low priority in terms of operation or safety risk, such as repainting stained plaster, would be reasonably expected to be completed in the context of a renovation.

Note that after the presentation of the proposed scope to the General Assembly in 2000, the Secretariat was requested to develop a comprehensive design plan with all viable alternatives. That 2001-2002 effort involved developing more alternatives, so the scope has evolved since the Ove Arup report.

ATTACHMENT A

RFPS-175

**Capital Master Plan (CMP):
Professional Architect/Engineering
and Related Services
22 March 2001**



United Nations

Nations Unies

Procurement Division

22nd March 2001

REQUEST FOR PROPOSAL

RFPS-175

Attention:
Telephone No.:
Fax No.:

Subject: Capital Master Plan (CMP). Professional Architect/Engineering and Related Services

1. The United Nations hereby solicits your proposal for the above subject, in accordance with this document and the annexes attached. Proposals are required to be submitted to the United Nations no later than **10:00 a.m., 20th April 2001, New York local time.**

2. This Request for Proposal (RFP) consists of this document and the following annexes:

- Annex A: Technical Proposal
- Annex B: Acknowledgement Letter
- Annex C: Financial Proposal
- Annex D: General Conditions of Contract
- Annex E: Form of Contract

Please note that this document is an RFP and not an invitation to bid. You should also note that the terms set forth in this RFP, including the contents of Technical Proposal set forth in Annex A and the United Nations General Conditions will form a part of any contract should the United Nations accept your proposal. Any such contract will require compliance with all factual statements and representations made in the proposal, subject to any modifications to the proposal agreed to by the United Nations in the context of negotiations, should negotiations be entered into.

Any contract resulting from this RFP will be based on the Form of Contract attached as Annex E. Please acknowledge that the terms of the contract are acceptable to your company/firm or indicate with specificity any reservation(s) you may have in respect of any of them. Please note, however, that such reservation(s) might be prejudicial to the evaluation of your proposal.



United Nations

Nations Unies

Procurement Division

3. This RFP does not commit the United Nations to award a contract or to pay any costs incurred in the preparation or submission of proposals, or costs incurred in making necessary studies for the preparation thereof, or to procure or contract for services or supplies. The United Nations reserves the right to reject any or all proposals received in response to this RFP and to negotiate with any of the proposers or other firms in any manner deemed to be in the best interest of the United Nations. The United Nations also reserves the right to negotiate and award only a portion of the requirement; to negotiate and award separate or multiple contracts for the elements covered by this RFP in any combination it may deem appropriate, in its sole discretion; to add new considerations, information or requirements at any stage of the procurement process, including during negotiation with proposers; and reject the proposal submitted by any proposer that has previously failed to perform properly or on time contracts of a similar nature, or of a proposer that, in the opinion of the United Nations, is not in a position or is not sufficiently qualified to perform the contract.

4. This RFP contains no contractual offer of any kind; any proposal submitted will be regarded as an offer by the proposer and not as an acceptance by the proposer of any offer by the United Nations. No contractual relationship will exist except pursuant to a written contract document signed by the authorized official of the Procurement Division and by the successful proposer(s) chosen by the United Nations.

5. Proposers must provide all requisite information under this RFP and clearly and concisely respond to all points set out in this RFP. Any proposal, which does not fully and comprehensively address this RFP, may be rejected. However, unnecessarily elaborated brochures and other presentations beyond that sufficient to present complete and effective proposals are not encouraged.

6. Your proposal must adhere strictly to all requirements of this RFP, including all Annexes hereto. Any changes or substitutions will not be permitted unless specifically approved in writing by the United Nations.

7. It has been officially established that the United Nations is eligible under the Foreign Assistance Act of 1961 to receive full benefits under GSA contract. Your proposal must state if the items for which you are quoting are currently subject to GSA Federal Supply pricing and indicate the GSA Contract Number and Expiration Date, where applicable (USA based suppliers only).

8. The Financial Regulations and Rules of the United Nations preclude advance payments or payment by Letters of Credit. Such provisions in a proposal will be prejudicial to its evaluation by the United Nations. The normal terms of payment by the United Nations are 30 days (or similarly discounted payment terms if offered by proposers) upon satisfactory delivery of goods or performance of services and acceptance thereof by the United Nations. Proposers must therefore clearly specify in their Proposals the payment terms being offered.



United Nations

Nations Unies

Procurement Division

9. This RFP or any part hereof, and all copies hereof must be returned to the United Nations upon request. It is communicated to and received by each addressee with the understanding and on the condition that it is confidential and proprietary to the United Nations, and contains privileged information, part of which may be copyrighted. Neither the specifications nor any part of them nor any information concerning them may be copied, exhibited, or furnished to others without the prior consent of the United Nations, except that proposers may exhibit the specifications to prospective subcontractors for the sole purpose of obtaining offers from them. Notwithstanding the other provisions of this RFP, recipients of this RFP will be bound by the contents of this paragraph whether or not proposers submit proposals or respond in any other way to this RFP.

10. Proposals must be submitted in English language in THREE COPIES (any attachments or appendices and annexes thereto must also be submitted in THREE COPIES). Your proposal must include information in sufficient scope and detail to allow the United Nations to consider whether the company has the necessary capability, experience, knowledge, expertise, financial strength and the required capacity to perform the work specified satisfactorily. Financial proposals and technical proposals must be submitted simultaneously in two (2) separate and sealed envelopes/packages. The outside of each envelope/package must clearly indicate the content (if it contains either financial or technical proposal) in addition to the address and marking designated in paragraph 11 below.

11. a. Your proposal must be submitted in a sealed envelope/package clearly marked and addressed as follows:

United Nations
Procurement Division
Attn: Bid Opening Unit, Registry
304 East 45th Street, Room FF-295
New York, New York 10017, U.S.A.

RFP Number: RFPN-175

ALEX YAKOVLEV

Closing Date & Time: 20th April 2001, 10:00 a.m. NY Time

Technical or

Financial Proposal

b. Outer envelope/package of your proposal must clearly indicate RFP number, name of the United Nations official indicated in paragraph 11.a and 18 of this RFP, deadline and name of your company so that the United Nations can identify your proposal at the time of receipt. Each proposal for each RFP must be submitted in a separate envelope. Please do not combine different proposals in the same envelope.



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- c. It is the exclusive responsibility of the proposers to ensure that the sealed envelope/package containing the proposal reaches the above address before the time and date indicated in paragraph 11a. so that it is time stamped and acceptable for opening. Proposals must be delivered to the designated address during the United Nations working hours from 9:00 a.m. to 5:00 p.m., Monday through Friday except for the United Nations holidays. Delivery to any other United Nations office location will be at the risk of proposer and will not constitute timely delivery. Written proof of receipt will not be given unless a Postal/Courier service receipt or other form of receipt is presented for signature by the United Nations. Proposals received after the above mentioned closing time or deadline will be invalidated.

12. Proposals may be rejected if they are:

- a. Not properly marked or addressed as required in paragraph 11 above; or
- b. Received by facsimile unless authorized in paragraph 11 above; or
- c. Unsolicited; or
- d. Not received by the addressee of the United Nations prior to the deadline for receipt of proposals; or
- e. Not otherwise in compliance with the instruction contained in this RFP.

13. A public opening of proposals will take place on **20th April 2001, at 11:00 a.m. (New York Time)** in the Bid Room of the Procurement Division on the second floor of 304 East 45th Street, New York, New York 10017, U.S.A. The purpose of public opening is to record the proposals submitted by the due date and time. No price will be extrapolated or announced at the time of public opening. Therefore, only technical proposals will be opened to record the name of proposers. Financial proposals will not be opened at the public opening. Companies submitting offers are welcome to send one (1) representative with proper authorization to observe the recording of proposals received.

14. All proposals will be reviewed and evaluated by the United Nations in accordance with the provisions of the United Nations Financial Regulations and Rules as well as the considerations, information and requirements contained in this RFP. The evaluation procedure will consist of a formal, substantive and financial assessment of the proposals received. Price is an important factor; however, it is not the only consideration in evaluating responses to this RFP. Detailed evaluation leading to a final selection or award may take several weeks.

15. Your proposal shall remain valid and open for acceptance for a period of at least 180 days from the designated closing date indicated above for receipt of proposals. Please indicate in your proposal that it will remain valid for this period. Once your proposal is accepted during this period, the price quoted in your proposal must remain unchanged for the entire period of the resulting contract unless otherwise specified in this RFP.



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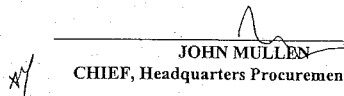
Procurement Division

16. Following submission of the proposals and final evaluation, the United Nations will have the right to retain unsuccessful proposals. It is the proposer's responsibility to identify any information of a confidential or proprietary nature contained in its proposal, so that it may be handled accordingly. However, the United Nations cannot guarantee confidentiality.

17. Proposers may retain this RFP if proposals are submitted. However, proposers must return the attached Technical Proposal/Financial Proposal to the United Nations upon request.

18. For queries on this RFP, please contact ALEX YAKOVLEV in writing at facsimile no. (212) 963-0377. Please also notify the United Nations immediately if any part of this RFP is missing and/or illegible. Proposers are reminded that this facsimile number may be used only to send queries and acknowledgement letter requested in paragraph 19 below. **Proposals must NOT be sent to this facsimile number.**

19. You are kindly requested to return the attached Annex B - Acknowledgement Letter duly signed by an authorized representative to the United Nations via facsimile advising whether or not your company intends to submit a proposal prior to the designated closing date for receipt of proposals.


JOHN MULLEN

CHIEF, Headquarters Procurement Section

ANNEX A

TECHNICAL PROPOSAL

A-1: Background information

A-2: Scope of Professional Services

A-3: Form of Technical proposal

A-4: CD Rom

A-5: Evaluation Criteria

Background Information

1. **Mandate:** The proposed Capital Master Plan for the United Nations Headquarters in New York ("CMP") is described in the Report of the Secretary-General of 28 June 2000 to the General Assembly ("Report A/55/117"), which is attached as Annex A-4 to this Request for Proposal. The Report A/55/117 describes the buildings and site under consideration, the present condition, and proposes a course of action. In response to that Report, the Secretary-General has been authorized by the Member States to proceed with a comprehensive design plan and detailed cost analysis, including all viable alternatives therefore and report back to the General Assembly as soon as possible. The proposers are urged to familiarize themselves with Report A/55/117 and related documents contained in Annex A-4 before proceeding.

2. **Technical Basis:** The technical basis for this Report was an architectural and engineering study performed in 1998-1999 ("CMP study"). A summary of the findings of the CMP study is attached as Appendix A in Annex A-4 to this Request for Proposal. The CMP study team had been requested by the UN to take a 25-year overview in assessing the present and future condition of the UN headquarters facility ("UNHQ complex"). The conclusions of the CMP study form the framework for the development of the scope of the CMP. The CMP study team is excluded from eligibility for the design contracts for any CMP work, but will be retained by the UN in an advisory and oversight capacity.

3. **Current funding, future services:** Funding has been received for the preparation of the preliminary design and cost analysis to be performed by an Architect/Engineer during a preliminary phase ("preliminary phase"). Therefore, the UN at this stage will be contracting for services required during the preliminary phase only, however, subject to a decision by the UN to proceed with a specific scope and budget of the CMP, with an option to contract for services required during the remaining phases of the design phase and the construction phase.

4. **Purpose of the preliminary phase:** The purpose of the preliminary phase is therefore to develop the information required to permit a decision by the General Assembly on the final scope and budget of the CMP. The Report of the Secretary-General, document A/55/117, Annex A-4 includes recommendations selected from scope, schedule and budget options developed during the study phase. However, in the preliminary phase, each viable alternative is to be developed in sufficient detail (including design, capital, energy and operating cost implications, constructability and phasing impact, and other advantages and disadvantages) to permit a selection among alternatives to be made by the UN, thus establishing the scope of the Capital Master Plan.

5. **Decision process, implications for the Architect/Engineer:** The final decisions plural will be the result of several levels of review by different audiences. A significant responsibility of the Architect/Engineer will therefore be the successful presentation of

the status and alternatives. Depending on the audience, several different presentations and types of presentation material will be required. As the General Assembly meets in specific calendar sessions, the meeting of deadlines for submittals is critical to meet the given timeframes of the General Assembly sessions. Small delays in submittals may cause far greater delays in the total process.

6. **Project financing:** The selection of a scope and budget of the CMP will interrelate with the resolution of the project financing. A separate Advisory Group will develop options for project financing in parallel with the development by the Architect/Engineer of the preliminary design and cost analysis. The Architect/Engineer will be required to communicate cost analysis information continuously for the use of the Advisory Group.

7. **Selection of the Architect/Engineer:** the anticipated process for the selection of the Architect/Engineer is:

- Evaluation of technical proposals based on the criteria set forth in the Request for Proposal
- Assessment of potentially technically acceptable Architect/Engineers
- Verbal presentation by the potentially technically acceptable Architect/Engineers
- Identification of technically acceptable Architect/Engineers
- Assessment of commercial offers made by technically acceptable Architect/Engineers based on the criteria set forth in Request for Proposal
- Award on the basis of the lowest cost proposal among the commercial offers made by technically acceptable Architect/Engineers.

8. **Additional Requests for Proposals for design work:** At the conclusion of the preliminary phase, if the UN decision regarding the scope of work for the Capital Master Plan includes construction of a new building, renovation or replacement of the United Nations Institute for Training and Research (UNITAR) building, or an addition to any existing building, the scope of work associated with these options may be the subject of new Requests for Proposal. The CMP design team will be eligible for consideration on the same basis as other proposers.

9. **Anticipated schedule:** The anticipated major schedule milestones of the CMP are as follows, whereby services of various phases may overlap. (Specific milestone dates will be included in the contract.)

Request for Proposal	On or before 15 May 2001	Award of contract
Design Phase		
Preliminary phase	On or before 15 October 2001	Initial draft of preliminary phase Submittal
	On or before 28 October 2001	Final preliminary design
	On or before 15 November 2001	Complete coordinated preliminary phase Submittal (including cost analysis, schedule, code analysis, annex)
	Two months	Preparation by UN Secretariat of proposal to General Assembly
	Three to eight months	Review and selection of scope and budget of CMP by Member States, authorization to proceed
Design Development Phase	Six months	Design development Submittal
Construction Documents Phase	Three months to two years	Construction document Submittal(s)
Construction Phase		
Construction Bid Support Phase	Three months	Support in construction award(s)
Construction Administration Phase	Duration not known	Construction administration.

10. **The major participants** expected to be involved in the CMP are:

Project Management Team

CMP Project Manager	Project oversight, logistics, financial and administrative coordination.
Office of Legal Affairs	Contract development and legal advice
Procurement Division	Procurement
Facilities Management Division	Architectural and engineering oversight, interior and space planning oversight, system and building information, software and document coordination.
Construction Management Team ("CM team")	Advisory role in design phase, management role in construction phase. (CM team may include UN staff members, individual or institutional contractors and/or a construction management firm.)

Senior management

Overall Project direction

Major user groups

Input on phasing, schedule, requirements, improvements and relocation.

E.g. Security & Safety Service
Department of General Assembly Affairs and Conference Services
Information Technology Services Division
Plant Engineering Section of Facilities Management Division
Office of Human Resource Management
Department of Public Information

Other participants:

Legislative bodies	Review of overall Project direction Questions regarding submittals or recommendations
Governmental or audit bodies	Review and advice on technical, cost or logistical issues, co-ordination regarding potential sites for swing space

CMP study team and other professional reviewers	Advisory and oversight role, review and advice on technical, cost or logistical issues
Related consultants	Parallel projects, such as the Visitors' Experience Specialties such as real estate search services

11. Building code parameters: The UN is not subject to the jurisdiction of local building authorities, but is required to follow local law. (See Report A/55/117 in Annex A-4 to this Request for Proposal for discussion of this issue) The intent of the CMP is to bring the UNHQ complex into full compliance with local standards. Throughout the Project, the UN and the Architect/Engineer will coordinate closely with representatives of the host country, state and city on matters of building code, safety and health standards.

12. Occupancy of the UNHQ facility: The UNHQ complex will be operational throughout the CMP. Currently, approximately 3,850 staff members occupy the facility, 430,000 visitors per year tour the buildings, and 10,000 meetings are held.

13. Project Meeting locations: project meetings will normally be held at UN Headquarters in New York.

Scope of Professional Services

I. ALL PHASES

1. General Scope of Services

1. The services generally consist of professional architectural, engineering and related services to assist in the refurbishment of the United Nations Headquarters ("UNHQ") complex in New York, located at 1st Avenue and 42nd Street (the "Project"). The purpose of the refurbishment is to bring the facility into compliance with local codes and standards, to replace deteriorated building components and systems, to preserve the architectural integrity and original design intent, to enable the complex to be operated in accordance with current principles of energy conservation, sustainability and efficiency, and to create a dignified and appropriate environment for the work of the Organization, in the most cost-effective and efficient manner.

2. Funding is only available at this time for the preparation of a comprehensive design plan and cost analysis, including all viable alternatives, to be performed in the Preliminary Phase. This Scope of Professional Services, however, describes the complete services to be performed during the Design and Construction Phase, noting that the remaining services of the Design Phase (design development, construction documents), the services of Construction Phase (construction bid support and construction administration) and the related General Services or portions thereof, may be undertaken, at the UN's option, subject to its decision to proceed with a specific scope and budget for the Capital Master Plan ("CMP").

3. This Scope of Professional Services does not include the assessment or specifications for the replacement of specialty equipment that is not part of the base building systems, such as computer room equipment, kitchen equipment or broadcast equipment. However, services relating to base building systems such as power, ventilation, or fire protection required to support specialty equipment are included, and therefore familiarity with specialty equipment, and inclusion of specialty equipment in relevant analysis and calculations are required.

2. General Services

1. Develop quality control plan for the design work, implement quality control plan in consultation with the UN.

2. Schedule and attend quarterly performance meetings with CMP Project Manager by principal of Architect/Engineer to review performance, discuss staffing of Project and plans for the upcoming quarter. Prepare a summary record of each meeting and initiate any follow-up action, if required.

3. Schedule and attend an orientation meeting at the beginning of each phase with the UN and all personnel of the Architect/Engineer and the Architect/Engineer's Subconsultants who will be working on the Project in such phase (using video conferencing or multiple meetings if necessary), to assure complete understanding of the goals, schedules, and objectives.
4. Attend bi-weekly meetings throughout the Design Phase, which will include design progress review, discussions, conferences, or presentations requested or required to complete design work. Prepare outline and agendas for all meetings. Submit brief minutes to the UN within three business days of each meeting.
5. Attend all required meetings, discussions, conferences, or presentations requested or required to complete the work.
6. Submit brief minutes to the UN of all Design Phase meetings (formal and informal) within three business days of the meeting.
7. Submit proposed paper and electronic formats of all deliverables for UN approval prior to first or draft submittal; include this process on the appropriate schedule.
8. Follow document preparation standards:
 - a. Architectural and engineering drawings will be prepared in AutoCAD 2000.
 - b. Follow drawing layering and revision standards.¹
 - c. All documents shall be submitted to the UN in both hard copy and electronic version, in English language, using US Dollars and US units and measurements, in order to properly relate documents to original materials and dimensions.
 - d. Titles of buildings, names and room numbers of spaces shall follow existing drawings.
9. Consult with UN and CM team to fully coordinate electronic strategy, so that all deliverables are accessible, and the drawings, specifications, schedules and estimates become the basis for computer aided facilities management of the buildings as each construction phase is completed. Review anticipated UN electronic strategy, and utilize approved hardware and software. The systems presently anticipated are:
 - e. Primavera P3 Project Manager 2.0: scheduling and construction management.
 - f. Primavera Webster 2.1: web browser interface for scheduling and construction management.
 - g. Microsoft Excel 2000: budgeting and cost monitoring.
 - h. Microsoft Word 2000: word processing.
 - i. Prolog Manager 5: construction document management.

¹ The UN will provide layering and revision standards to Architect/Engineer prior to the start of design.

- j. Prolog Website: web browser interface for construction document management.
10. Follow procedures for Submittals of each phase:
As part of the services throughout the Design Phase, the Architect/Engineer shall, (i) at mid-point of each phase of the Design Phase, submit an interim progress set of all elements of the Submittal, schedule design presentation and review with UN and other project participants, and incorporate all design review decisions into the Submittal, (ii) at the end of each phase of the Design Phase, present and submit to the UN for its review a complete initial draft of the Submittal for such phase, and (iii) upon completion of such review by the UN, incorporate comments of the UN and re-submit to the UN the revised and final version of the Submittal.
 11. Familiarize CM team with design intent, quality requirements and any unusual or particular technical elements of the design documents.
 12. Become familiarized, in consultation with CM team, with constructability issues, cost control opportunities, effects of Construction Schedule on design or product decisions, alternative approaches and other bid or Construction Phase considerations.
 13. Assist CM team in understanding the key rationales and goals of the construction programme, and provide all explanation, consultation or documents necessary to enable CM team to accurately schedule, estimate, manage or monitor the Project at various phases.
 14. Consult with the design and construction teams involved with the new Visitor's Experience project such that the CMP and the Visitor's Experience project are completely coordinated. The Visitor's Experience project is a proposed donation of a pavilion building at 1st Avenue and 47th Street, New York, NY, with an underground connector to the existing UN facilities. Coordinate all submittals with the Visitor's Experience project, including systems, materials, locations, dimensions, construction and phasing schedules, occupancy planning, shutdowns and site access.

II. DESIGN PHASE

1. Description of Normal Services and Deliverables in Preliminary Phase.

1. Prepare coordinated complete Submittal for Preliminary Phase, including all viable alternatives, integrating and consolidating design work, schedules, code analysis and detailed cost analysis.
To be annexed: All supporting background material, such as calculations, assumptions, catalog cuts, reference material, or worksheets that might typically remain in the files of the Architect/Engineer, all evidence of agreements by relevant parties required for viability of any alternative (e.g. consolidated Con Edison agreement to changes in service, equipment supplier confirmation that an

unfamiliar product will be available or a particular delivery schedule can be met, utility company agreement to supply a particular type of power).²

Deliverables: as described in each Service of Preliminary Phase below, integrated into a coordinated Submittal.

Schedule: as per milestones [15 November 2001]

2. Review original drawings, specifications, shop drawings and reports of the existing complex and major alterations, and documentation prepared for the CMP Study as required for full understanding of the buildings and site.³

Deliverables: none

Schedule: on-going throughout Preliminary Phase.

3. Prepare Design Schedule for all activities of the Design Phase.

Deliverables: detailed schedule including staffing, and all decisions, activities, interim deliverables, submittals, reviews and meetings required by all participants of project. Updates to indicate actual events, progress, changes, and possible methods for shortening Design Phase.

Schedule: first draft within two weeks of execution of contract. Updates per General Services.

4. Identify and develop alternative approaches to resolve the problems identified in the CMP Study. Develop criteria for viability, including such issues as flexibility, practicality, ease of maintenance and repair, construction scheduling and phasing impact for building users, building code compliance, consideration of first cost, life cycle cost, operating cost and energy. Develop initial listing of all alternatives in sufficient detail to permit evaluation and assessment of the viability of alternatives in relation to criteria. Select viable alternatives. Following are examples of areas for which alternatives will be required, although it is the responsibility of the Architect/Engineer to identify all viable alternatives.

- i. Extent and degree of refurbishment required, and/or refurbishment as compared with development of a new complex in full or in part.
- ii. Duration of the construction programme.

² Supporting material will, in addition to Preliminary Phase Submittal, be used by the UN to assist it in preparing its proposal to the General Assembly. The purpose of annex is also to prevent any loss of efficiency when the decision is made to proceed, after the period of relative design inactivity during the period of review by the Member States.

³ Will be made accessible to Architect/Engineer at times scheduled through the CMP Project Manager. Note that the UN has almost all original drawings, specifications and shop drawings in hard copy.

- iii. Construction sequence and phasing.
- iv. Methods of reducing the impact of construction on continuing operations.
- v. Future use of the UNITAR building.
- vi. Use of new office prototype as compared with current office space standards.⁴
- vii. Additional improvements pursuant to Report A/55/117 and Report A/55/7/Add.4 (see Annex A-4 to Request for Proposal). As presently proposed by such reports, the additional improvements affect the feasibility of one another. Therefore, alternatives may involve combinations of additional improvements and should present better scenarios for the feasibility of such additional improvements.
- viii. Heating, ventilating and air conditioning distribution, particularly in the Secretariat Building.
- ix. Incoming electrical service and electrical distribution.
- x. Central chiller plant: types of new chillers, decentralization or other alternatives.
- xi. Energy conservation and green building options: use of "non-traditional" technologies.
- xii. Utility strategy: co-generation, installation of boilers, use of natural gas, other options or combinations.
- xiii. Methods of making the UNHQ complex fully accessible (e.g. lifts, ramps, degree of alteration.)
- xiv. Simultaneous interpretation technology, wireless or other.
- xv. Technology, communications and network infrastructure.
- xvi. Security issues, including perimeter control, blastproofing, and responsiveness to other hazards.

Deliverables: Report on proposed criteria for viability. Report identifying all potential alternatives. Recommendation Report proposing all viable alternatives to be pursued, with supporting data. For those alternatives determined to be viable, services and deliverables are described below under preliminary design, construction schedules, code analysis and cost advice.

Schedule: on or before approved Design Schedule.

5. Identify and develop alternatives to resolve any temporary displacement of UN staff or functions necessitated by viable alternatives during Construction Phase.

- i. Develop assessment tool to compare swing space options, such as construction options (possible new construction on or off site, or addition to existing buildings), leasing options (UNDC or commercial leases) and internal relocations. Criteria for assessment include, but are not limited to short term and long term (25 years) capital and operating costs, convenience and schedule impact.

⁴ UN will provide new office prototype and current space standards to Architect/Engineer.

ii. Develop the potential swing space requirement for each viable construction phasing alternative, in coordination of each (i) UN user groups' needs, (ii) compliance with construction requirements and (iii) equipment and system options. Include options for interim moves, internal moves, adjustments of functions⁵ and direct relocation.

iii. Perform initial assessment of the viability of all swing space options mentioned in Report to Member States of 18 July 2000 (see Annex A-4 to Request for Proposal), and any other reasonable alternatives.

iv. Select the three most viable of the construction options. Develop conceptual design for three specific construction options as needed to make a firm estimate and cost/benefit analysis.

v. As Additional Services, the Architect/Engineer may be requested to develop conceptual design for swing space construction, (new building or addition), per the above three sites (see paragraph II 5(i) above, i.e., possible new construction on or off site, or addition to existing buildings).

vi. As Additional Services, the Architect/Engineer may be requested to develop potential space configurations (for generic office functions) and assess viability of space for swing space purposes, per additional site, at 200,000 gross square feet.⁶

vii. As Additional Services, the Architect/Engineer may be requested to provide a real estate search.

viii. Perform final assessment of all viable swing space options (leasing and construction options) and prepare report defining all alternatives, implications of each alternative, criteria, recommendations, and hierarchy of recommendations.

Deliverables: Reports on swing space requirements, assessment tool to compare swing space options, and study on feasibility of construction options, final assessment of all swing space options, estimates and recommendations.

Schedule: on or before approved Design Schedule.

6. Identify viable alternatives for locations of existing functions. Assess present location of major functions. (Note this service does not address specific individuals, offices or departments. That service is discussed below under "office programming

⁵ Function does not mean specific individuals, offices or departments of the UN. Examples of functions are "Office", "Classroom", "Kitchen", "Parking".

⁶ The UN will separately contract with a real estate specialist to explore options in the commercial leasing market.

⁷ The UN will also consult with UNDC for potential swing space.

services” in the Design Development Phase and “interior space layouts” in the construction documents phase. “Office”, “Classroom”, “Kitchen”, “Parking” are examples of major functions.) Although not intended to be a re-programming effort for the UNHQ complex, the CMP offers an opportunity to assess the appropriate location of major functions. The additional improvements described in the Secretary-General’s Report on the Capital Master Plan (A/55/117), Annex A-4 to the Request for Proposal, include the functional location issues that were identified during the study phase. Develop revised locations for existing functions that, based on the experience of other facilities, could, as part of the implementation of the CMP, be located more appropriately. Alternatives will include on-site support functions that would be more efficiently or appropriately located off-site, or off-site functions that should be located on-site.⁸

Deliverables: Report on criteria for appropriate locations, current locations of major functions, and recommendation for any change in location. Illustrative location plans, charts summarizing square footage allocations per building and floor, and any other graphics, narrative and charts required to make the alternatives clear.

Schedule: on or before approved Design Schedule.

7. Perform preliminary design. Perform design work and prepare documentation portraying preliminary design for all viable alternatives.⁹

Deliverable: Preliminary design, to include paper and electronic drawings, sketches, written reports, calculations, graphics, presentations, comparisons, criteria, recommendations and any other material required to make the preliminary design clear enough to estimate to the required degree of accuracy and for the UN to make sound and informed decisions as to the proposed viable alternatives. Preliminary design to include summary of each viable alternative and explanation as to why any alternative was not considered viable. Report specifying design criteria, recommendations for any special studies, utility requirements. Drawings to include base building drawings, systems layouts, major equipment types and related space requirements, layout of any new configurations, typical details and any other information required for clear depiction of the intended scope of CMP.

Schedule: as per milestones [28 October 2001]

8. As Additional Services, the Architect/Engineer may be requested to measure portions of the existing building of UNHQ complex, from floor 3B (Third Basement) through floor 4 and create base drawings thereof.

⁸ The UN will provide a listing and plan of existing functions, space allocations and locations.

⁹ The UN will provide measured base drawings.

9. Develop Construction Schedule and phasing plans. Develop Construction Schedule alternatives that would allow functioning of the UN throughout the construction period with minimum disruption, in consultation with UN users, in particular the Department of General Assembly Affairs and Conference Services. Develop a range of ideas and best practices, in consultation with other clients for similar projects. Development of alternative meeting schedules at the UN, in consultation with Department of General Assembly Affairs and Conference Services. Development of tools to enforce and encourage accuracy of Construction Schedule.

Deliverables: Proposal of alternatives for construction sequences and Construction Schedule, phasing plans, and recommendations.

Schedule: on or before approved Design Schedule.

10. Perform building code analysis. Propose specific building code parameters for the Project and establish parameters in consultation with the UN and governmental bodies. Review all alternatives with respect of compliance with the approved parameters, and/or use of equivalencies. Integrate code analysis into criteria for viability of alternatives and in all design work. The building codes and regulations anticipated to constitute these parameters are the latest editions of the following, although the Architect/Engineer may propose compliance with other codes or regulations that may result in a higher standard of health and safety at similar cost.

- i. Building Code of the City of New York ("City Code") and associated reference standards and national codes including but not limited to building wind and seismic loads, national fire protection, life safety, electric, energy, and water conservation codes.
- ii. Building Code of the State of New York, where the City Code does not address a particular matter.
- iii. Standards and implementing regulations associated with the US Americans with Disabilities Act
- iv. American Society of Heating, Refrigerating and Air Conditioning Engineer energy performance standards.
- v. US energy conservation and green building regulations
- vi. US Occupational Safety and Health Administration regulations

Deliverables: Report on proposed parameters, including substantiating detail. Code Report detailing applicability of the approved parameters to each alternative, and details of compliance or proposed equivalency. Code Report will include extracts of relevant codes, specifics of present conditions and proposed alternatives, illustrative details, key plans or other graphics to clarify conditions, narrative and illustrative explanation of possible approaches to compliance with each requirement, and recommendation with supporting detail.

Schedule: on or before approved Design Schedule.

11. Provide cost advice, cost analysis, and cost control mechanisms ("cost analysis"). Integrate cost considerations into every stage of the Preliminary Phase. Prepare cost analysis for all viable alternatives, to include: capital cost estimates, operating cost implications, phasing costs and cost control methodology. Recommend construction contingency and other factors to be used, and consult with UN on selection.

Deliverables: Preliminary cost analysis, consisting of:

- Paper and electronic spreadsheets, graphs, charts and reports on cost implications of scope and schedule alternatives as they are developed.
- Cost analysis of the preliminary design Submittal, including each viable alternative.
- Year-by-year projection for construction, relocation and swing space spending for each viable alternative.
- Year-by-year utility spending projection for each viable alternative, extending 25 years from the proposed construction start date.
- Cross-reference summary report, highlighting and explaining any difference at the trade per building level from the Budget Report in CMP Study.
- All costs related to full implementation of the CMP (e.g. escalation, design fees, design contingency, Project management costs, general conditions, phasing costs, construction contingency, swing space and moving).
- For capital cost, estimates¹⁰ to be produced on a line item and quantity basis, followed by multipliers. Estimates for entire trades per building should then apply a design/planning contingency.¹¹
- Construction contingency applied as a single final line item.

Schedule: throughout Preliminary Phase, on or before approved Design Schedule.

12. Assist UN in preparing a proposal to the Member States.

Deliverables: Services in the form of consultation, supplemental analysis, presentation of material in different formats, or verbal presentation.

Schedule: ongoing during preparation of proposal and its review by the Member States.

Upon receipt of the UN's written direction to proceed, the services of the Design Development Phase will commence.

2. Description of Normal Services and Deliverables in Design Development Phase.

¹⁰ In general, estimates prepared on a not-to-exceed basis

¹¹ Accuracy of the all design documents and the Design Schedule to be such that estimates can be prepared within 15% design/planning contingency

1. The purpose of the Design Development Phase is to develop the scope of the Project selected by the United Nations into a comprehensive and definitive presentation.

2. Prepare Design Development Documents. Based on preliminary design and cost analysis, and the selections made by the UN among scope, schedule and cost alternatives, prepare design development documents, updated construction phasing plan and detailed schedule, code report, and cost analysis report, indicating coordinated development of the entire Project across all professional disciplines, including all equipment selections, schedules and power; water, heating and cooling requirements, systems, major distribution routes, phasing and sequences.

Deliverables: Design development submittal including coordinated design development drawings and outline specifications, updated Construction Schedule and phasing plan, code report, and cost analysis. Include stacking and department locations for the Secretariat building and the other office spaces in buildings included in the CMP.

Schedule: on or before approved Design Schedule. Note that swing space documents may be required early, in order to meet the overall Project Design Schedule.

3. Establish structure of bid documents, in consultation with UN and CM team, in terms of scope and number of construction contracts and timing of each bid, Construction Phase policies or procedures which may affect the estimate.

4. Prepare “tenant fit-out” documents for 200,000 gross square feet of swing space¹²

5. Provide office programming services identifying optimal locations, adjacencies, and office space allotment for various departments¹³.

6. Following approval by UN of design development documents and receipt of written notice to proceed, services of the Construction Documents Phase will commence.

3. Description of Normal Services and Deliverables in Construction Documents Phase.

¹² For purposes of responding to this Request for Proposal, assume that (i) the swing space will be a leased space provided by UNDC, (ii) UNDC will provide all base building systems, and (iii) the scope of CMP will include interior demolition, interior construction, distribution of all services (e.g. HVAC, electric, data, voice, fire protection, new bathrooms and all other services required for fully operational office space.

¹³ The UN will provide current department locations and approximate current space allotment per department, current number of personnel per department and projections for future growth, grade levels, and special requirements and required departmental adjacencies.

1. Consult UN and CM team on policies relating to UN general conditions, general requirements, bid and Construction Phase procedures and use existing information in UN Procurement Manual, guidelines and samples tailored to CMP.
2. Develop drawings and specifications required for bidding and construction, including specifications for extended maintenance services requested by the UN. The CM team will "package" the technical documents according to the timing and scope of the construction bidding plan.
3. Develop all interior space layouts, including locations of furniture and equipment. Develop a questionnaire identifying all the information required to create appropriate department locations and interior office space layouts. Existing office and meeting room furniture will be re-used, existing fixed furniture will be refurbished. New fixed and movable furniture will be part of the scope of the Project (and therefore the scope of the professional services) only for any additional facilities, such as a new conference rooms.
4. Update Code Report to co-ordinate with the drawings and specifications.
5. The CM team will provide cost analysis, construction schedule and phasing plans based on design documents and input from Architect/Engineer.

Deliverables: Technical bid documents for all disciplines, including technical specifications and drawings and extended maintenance specifications, and updated code analysis. Documents are to be complete, clear, fully coordinated between disciplines, and accurate, describing in detail all of the work, to include all schedules, details, plans, dimensions and diagrams necessary for full understanding, accurate bidding and construction of the work.

Schedule: on or ahead of multiple deadlines, as per approved Design Schedule.

4. Description of Additional Services and Deliverables throughout the Design Phase.

1. Measure portions of the existing building of UNHQ complex, from floor 3B (Third Basement) through floor 4 and create base drawings thereof.

Deliverables: accurate computer base building drawings, in AutoCAD 2000, conforming to UN electronic drawing standard.

Schedule: in sufficient time to use as base drawings first draft of preliminary design, on or before approved Design Schedule.

2. Develop conceptual design for swing space construction (new building or addition), per above three sites (see paragraph II, 5 (i) above).

Deliverables: conceptual design as needed to make a firm cost estimate and cost/benefit analysis.

Schedule: On or before approved Design Schedule.

3. Develop potential space configurations (for generic office function) and assess viability of space for swing space purposes for various United Nations Development Corporation sites or other potential lease sites, per site @ 200,000 gross square feet.

Deliverables: layout drawings at level of detail of square footage per person for office and other (e.g. storage, reproduction, conference, bathroom) requirements, adjacencies, and code assessment: furniture layouts not required. Report summarizing suitability of the space for swing space.

Schedule: in coordination with site search, on or before approved Design Schedule

4. Provide real estate search. Investigate available commercial properties as potential swing space alternative. Analyze costs, quality, location, and suitability. Prepare report and recommendation.

Deliverables: Report on detailed analysis of appropriate sites, comparative details and recommendations. Integration of this information with overall swing space alternatives and Preliminary Phase report.

Schedule: throughout Preliminary Phase, as required in order to meet approved Design Schedule.

5. Provide Post-CMP office programming services, Identifying optimal locations, adjacencies, and office space allotment for various departments.¹⁴

Deliverables: Stacking diagrams, showing post-CMP configuration, and expected growth over the following ten years and ten-year space management strategy for all UN space in New York, including buildings in the CMP as well as leased space. Update if required by changes of requirements as advised by UN, or by construction phasing or similar design factors.

Schedule: on or before approved Design Schedule, anticipated to be the last year of major construction.

¹⁴ The UN will provide projected growth of each department.

III. CONSTRUCTION PHASE

1. Description of Normal Services and Deliverables in Construction Bid Support Phase.

- a. Participate in site visits and conferences during each bid process.
- b. Provide written clarification to all questions during each bid process. If necessary, prepare addenda to construction documents clarifying such responses.
- c. Participate in pre-award meetings, research and assess any issues relating to technical knowledge, technical experience or technical capability of bidders.

2. Description of Normal Services and Deliverables in Construction Administration Phase.

1. Attend¹⁵ weekly construction meetings, and respond to all technical questions or issues. Meetings to be coordinated in advance with CM team to schedule presence of appropriate personnel or sub-consultants.
2. Review and take action on all shop drawings, samples, catalog cuts, or other submittals for conformance to design of Project and for compliance with Construction Documents. Review and take action, in consultation with the UN, on any submittals involving substitutions, colours, appearance or any aspects that would affect future building operation.
3. Weekly site visits¹⁶ to observe all areas of construction activity to advise whether construction works are being executed in compliance with construction documents and in conformance to design of Project. Visits to be coordinated in advance with CM team to schedule presence of appropriate personnel or sub-consultants.
4. Prepare report on weekly site visit to inform UN on progress and quality of work to include any observed defects, deficiencies or omissions. Work closely with the CM team to prevent and resolve defects, deficiencies or omissions.
5. Advise on technical questions, observe testing and take all other measures necessary protect the UN's interests.
6. Periodic "surprise" visits¹⁷ to advise whether construction works are being executed in compliance with construction documents and in conformance to design of Project and report to UN on progress and quality of construction work.

¹⁵ to be performed by the Architect/Engineer Project Manager

¹⁶ to be performed by the Architect/Engineer Project Manager

¹⁷ to be performed by the Architect/Engineer Project Manager

7. Review Construction Contractor or Supplier Applications for Payment based on observations and assessment of progress, , and make recommendation as to the amounts due to the construction Contractor(s) or Supplier(s).
8. Provide monthly evaluation of CM team's success in maintaining technical quality, including suggestions for changes or improvements.
9. Prepare all drawings, sketches, specifications or descriptions needed for change orders or clarifications. Review and advise on technical acceptability of change order proposals and any observations on price.
10. Maintain conformed set of bid drawings and specifications throughout the Project. Update bid drawings to portray all changes and clarifications in a master set, available electronically to the UN and the CM team. Coordinate with CM team to obtain information required to update conformed record drawings and specifications including design changes or other information generated through sketches, bulletins, change orders or clarifications, as well as as-built conditions, up to date as of the end of each month.
11. Attend punchlist inspection for each contract. Submit for each contract listing of punchlist items to UN. Advise for each construction contract on when work has reached Substantial Completion.
12. Review all closeout materials and advise of technical acceptability. Attend final acceptance walk-through, verify that all punchlist items have been corrected. Advise UN if work of each construction contract should be accepted.
13. Prepare base documents for use by UN for computer aided facilities management program prior to completion of each Construction Phase and turnover of any space to the UN.
14. Respond to technical questions or problems during the warranty periods of each construction contract.

Deliverables, summarized for both Construction Bid Support Phase and Construction Administration Phase are:

- Written clarification for bid period technical questions
- Preparation of Addenda
- Report on any technical issues regarding evaluation of bidders
- Written response to technical questions during the Construction Phase
- Review of submittals
- Weekly site visit report
- Technical observations regarding construction quality
- Review of Applications for Payment
- Monthly evaluation of CM team

- Change order material, technical review and advice on change order proposals, technical reviews and advice on change order proposals
- Conformed record drawings (electronic and one set ink on Mylar and paper copy of text documents)
- Punchlist for each contract
- Written recommendation on Substantial Completion for each contract
- Written recommendation on completion of punchlist for each contract
- Base documents for UN computer aided facilities management program
- Technical review of closeout materials for each contract
- Written recommendation on Final Acceptance for each contract
- Any reports, or other material required for resolution of problems relating to technical aspects during warranty period

Schedule: as required (monthly, weekly, daily), written responses must be provided within one week, responses to urgent problems must be made the same day.

3. Description of Additional Services and Deliverables throughout the Construction Phase.

Provide moving logistics: For all moves, prepare detailed schedules identifying locations and move dates for each staff member and furniture, shutdowns of or changes to each affected function. Create documents indicating current furniture, equipment and staff locations, storage or relocations during construction, and placement of existing and new furniture and equipment after construction. Create documents identifying interim and new locations. Create specifications for moving companies. Assist in technical review of proposals by moving companies. Create move plans with construction manager. Communicate move schedules to staff and organize staff briefings for staff affected by move. Follow-through on post-move issues.

Deliverables: Computerized furniture and equipment database. Report, using UN plans as base document, identifying current furniture location plan, disposal of furniture and equipment, interim location and final location plans; current staff locations. Report, using UN database as base, on interim and final staff location. Report on specifications for movers, move plans, integrated with overall Project schedule. Staff bulletins for each move addressed to staff affected by such move.

Schedule: throughout Construction Phase, on or before approved Construction Schedule

Form of Technical Proposal

Please organize the technical proposal in the order given, with the headings given, numbered as given, with pages numbered from first to last page (do not re-start numbers) on each page, a table of contents listing items by these titles and by page numbers. Do not re-name categories or sections, do not provide information out of sequence (e.g. as attachments.) Include the name of the lead firm as a heading on every page. Submit one paper copy, and one electronic (CD Rom or disk) copy in Microsoft Word format.

1. Organization chart or listing of the team, indicating project manager, key personnel and any proposed sub-consultants.
2. Technical specialties: please name the firm, department or person will deal with each specialty.
 - Asbestos and hazardous material abatement
 - Accessibility
 - Acoustics
 - Architectural preservation
 - Building management/ automation/control systems
 - Conference engineering
 - Cost control
 - Curtain wall maintenance
 - Electrical and fire alarm engineering
 - Electro magnetic fields
 - Energy conservation and sustainability
 - Estimating
 - Fire protection engineering
 - Functional location planning
 - Host city, state and country building and related codes
 - Landscape
 - Logistics
 - Mechanical engineering: heating, ventilating, air conditioning, plumbing
 - Phasing
 - Radio and TV studio design
 - Scheduling
 - Security and infrastructure vulnerability assessment
 - Signage
 - Space planning and office layout
 - Structural and civil engineering
 - Technology services (voice, data, video, simultaneous interpretation)
 - Utility issues
 - Vertical transportation

- Other specialties required to complete the professional services
3. Details for each firm. If the firm has more than one office location, complete the information for the office location proposed for this project (no more than one page), and separately for the firm as a whole (no more than one page).

Office location proposed for this project

- Firm Name:
- Address:
- Telephone:
- Fax:
- Email:
- President/Director/Head of Office/Senior Partner (one name):
- Proposed project manager (one name):
- Contact person for the RFP process
 - Name:
 - Telephone:
 - Fax:
 - Email:
- Total number of staff :
- Staff breakdown by specialty (count each person once, total same as "total" above):

Firm as a whole

- Firm Name:
 - Address:
 - Telephone:
 - Fax:
 - Email:
 - President/Director/Head of Office/Senior Partner (one name):
 - Total number of staff
 - Staff breakdown by specialty (count each person once, total same as "total" above)
4. List less than five similar projects undertaken by the lead firm. No more than one page per project.
- Location:
 - Brief description of project:
 - Approximate construction value:
 - Approximate size:
 - Dates:
 - Project manager for the design firm:
 - Name of client company:
 - Client contact:

- Name:
 - Address:
 - Telephone:
 - Fax:
 - Email:
5. List any of the above projects which have been undertaken jointly with other firms in the proposed team:
 - Project:
 - Project:
 6. List less than five similar projects undertaken by key firms other than lead firm, if not listed above. Use same format.
 7. Resume of proposed project manager: no more than one page. List current projects being managed by this project manager, current and prior posts with this and other firms, relevant past project experience; indicate whether experience is with current firm or a previous firm. If projects are those submitted for firm's experience, list title of project only, and indicate role. If not, use same format as requested for lead firm experience.
 8. List of no more than five key personnel in total including the lead firm and sub-consultants, and their respective areas of responsibility.
 9. Relevant sample preliminary (may be "conceptual design", "schematic", "phase 1" or other title) submission for similar project. List here, explain similarity: the sample may be bound separately, and client name may be deleted.
 10. Description of possible key concerns and decision points the UN will have to address in preliminary phase, and recommendations for how to best organize the process to accomplish the task. Include best experience with preliminary phase, and worst experience with preliminary phase (client can remain anonymous) and what was learned from this. No more than two pages.
 11. Review of this request for proposal and suggestions for improvements to the methodology, schedule or services. No more than one page.
 12. Brochures, supplemental information or illustrations of projects may follow if they will contribute to knowledge of the firm(s). They are not required.

A - 4

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Criteria for evaluation of Technical Proposal

1. Successful experience with similar projects
 - Similarity of projects (size, operational facility, high-profile, renovation work)
 - Experience with historically significant buildings and buildings of the 1940's-1960's.
 - Client satisfaction with design phase services: creativity, innovation, awareness of international best practices, accuracy of documents.
 - Client satisfaction with construction phase services
 - Client satisfaction with administrative aspects (stability of personnel, responsiveness, adherence to schedule, initiative)
 - History of cost control
 - Quality of built project: practicality and maintainability of solutions, quality of work spaces, technological sophistication.
2. Depth of team
 - All technical specialties addressed
 - Relative expertise in each area
3. Quality of preliminary sample
 - Relevance
 - Clarity of text, graphics and cost information
 - Creativity, flexibility, environmental awareness, practicality and maintainability of solutions, quality of work spaces, technological sophistication.
4. International character
 - International project experience
 - International mix of firms on team
5. Experience of team working together on previous projects
5. Quality of submittal
 - Completeness
 - Brevity
 - Clarity: in content and in appearance
 - Demonstrates understanding of client needs per the RFP
6. Quality of narratives
 - Past experience with preliminary design and suggestions for this RFP
 - Brevity
 - Clarity
 - Relevance

Demonstrates creativity, flexibility, environmental awareness, concern for practicality and maintainability of solutions, concern for quality of work spaces, technological sophistication, awareness of international best practices.

Criteria for evaluation of verbal presentation

1. Appropriateness of presentation
 - Sufficient visual material, without overkill
 - Fit to UN audiences (clear, not excessive)
 2. Suitability of project manager
 - Good communication skills: clear, uncomplicated presentation
 - Handles confusing or difficult questions well
 - Flexible response, can switch from presentation to Q&A
 - Experience managing large teams
 - Intangible: sense of urgency, initiative, optimism, commitment
 3. Preparation
 - Following rules (i.e. number of people, time limits)
 - Familiarity with technical material
 - Knowledgeable and comfortable presenters
 4. Interaction among team members
- Firms will be asked to briefly present two topics:
- A past project, its problems and successes
 - Suggestions for approaching this project

ANNEX B

ACKNOWLEDGEMENT LETTER



Procurement Division

22 March 2001

ANNEX B

ACKNOWLEDGEMENT LETTER

Dear Sir,

Subject: Capital Master Plan

We, the undersigned, acknowledge receipt of your Request For Proposal (RFP) RFPS-175 dated 22 March 2001 and hereby confirm that we:

☐ INTEND ☐ DO NOT INTEND

to submit a proposal to the United Nations by the deadline date of 20 April 2001 at 10:00am (New York Time) and that we:

☐ INTEND ☐ DO NOT INTEND

to send one (1) authorized representative to observe the public opening procedure.

We acknowledge that the RFP is confidential and proprietary to the United Nations, and contains privileged information. Upon request, we will return the Invitation to Bid or any part thereof, and all copies thereof, to the United Nations.

Name of Authorized Representative: _____

Signature: _____

Title: _____

Name and Address of Proposer _____

Telephone No. _____

Facsimile No. _____

IMPORTANT: Return this acknowledgement immediately via fax: ((212) 963-0377)

Procurement Division
United Nations

Attention: ALEX YAKOVLEV

ANNEX C

FINANCIAL PROPOSAL

Form of Financial Proposal

Note that the CMP study, as summarized in Appendix A, Annex A-4, various buildings, includes recommendations for construction after the main body of CMP construction (e.g. second roof replacements.) For purposes of this proposal, design development, construction documents and construction phase services are assumed to exclude those later projects.

	Lump Sum, normal services. Percentages per phase are indicated. Lump sums must total 100%, and correspond to the percentage for each phase.	
DESIGN SERVICES		
Preliminary Phase total:	Total this phase: \$..... (L.S.) Equals 15% of total normal services	Attach detailed breakdown by hours and rates per service. Follow Scope of Professional Services.hrs @\$/hr = \$.....
Design Development Phase		
For competitive purposes, assume all selections among preliminary phase alternates are as recommended in the Report on the Capital Master Plan (A/55/117), Annex A-4 and detailed technical decisions are as recommended in the CMP Overview Report and Conditions Assessment Matrix,		Breakdown by hours and rates: hrs @\$/hr = \$....hrs @\$/hr = \$....hrs @\$/hr = \$....hrs @\$/hr = \$....hrs @\$/hr = \$....hrs @\$/hr = \$....

Annex A-4, or are neutral in terms of fee. Note any potential exceptions. Design Development Phase total:	Total this phase: \$.....(L.S.) Equals 20% of total normal serviceshrs @\$/hr = \$....
Construction Documents phase (same scope assumptions as Design Development phase)		Breakdown by hours and rates:hrs @\$/hr = \$....hrs @\$/hr = \$....hrs @\$/hr = \$....hrs @\$/hr = \$....
	\$..... Equals 40% of total normal services	
CONSTRUCTION PHASE (same scope assumptions as Design Development phase)		
Construction Bid Support (included in Construction Administration fee)		
Construction Administration Includes all services except those relating to Programme Change Orders		Breakdown by hours and rates: Bid support:hrs @\$/hr = \$....hrs @\$/hr = \$....hrs @\$/hr = \$....hrs @\$/hr = \$.... Construction Administration:hrs @\$/hr = \$....hrs @\$/hr = \$....hrs @\$/hr = \$....hrs @\$/hr = \$....
Preparation and evaluation of	\$.....(L.S.)	

programme change orders. Total of 100 hours will be used for fee comparison purposes.	\$ (total 100 hours)	100 hrs @\$/hr = \$...
Construction Administration Phase total	Total this phase: \$ Equals 25% of total normal services	
ADDITIONAL OR OTHER SERVICES Measure portions of the existing buildings....		\$(L.S.) Breakdown by hours and rates:hrs @\$/hr = \$...hrs @\$/hr = \$...hrs @\$/hr = \$...hrs @\$/hr = \$...
Conceptual design for swing space construction (new building or addition/s), per site, beyond three sites		\$L.S..per additional site Breakdown by hours and rateshrs @\$/hr = \$...hrs @\$/hr = \$...hrs @\$/hr = \$...hrs @\$/hr = \$...
Develop potential space configurations (for generic office function) and assess viability of space for swing space purposes for potential lease sites, per site @ 200,000 gross square feet.		\$L.S..per site Breakdown by hours and rateshrs @\$/hr = \$...hrs @\$/hr = \$...hrs @\$/hr = \$...hrs @\$/hr = \$...

Real estate search services...	hrs @ \$/hr = \$...
		\$(L.S.) Breakdown by hours and rateshrs @ \$/hr = \$...hrs @ \$/hr = \$...hrs @ \$/hr = \$...hrs @ \$/hr = \$...hrs @ \$/hr = \$...
Provide post-CMP office programming services...		\$(L.S.) Breakdown by hours and rateshrs @ \$/hr = \$...hrs @ \$/hr = \$...hrs @ \$/hr = \$...hrs @ \$/hr = \$...hrs @ \$/hr = \$...
Provide moving logistics...		\$(L.S.) Breakdown by hours and rateshrs @ \$/hr = \$...hrs @ \$/hr = \$...hrs @ \$/hr = \$...hrs @ \$/hr = \$...
All-inclusive hourly rates, other additional services. Include no more than five levels of		40 hours at \$/hr 40 hours at \$/hr

employees. For competitive purposes, it will be assumed that 40 hours of additional services will be included for each employee level.	\$...../hr 40 hours at \$...../hr 40 hours at \$...../hr 40 hours at \$...../hr	
% Administrative mark-up for non-professional sub-contractors required for completion of design or testing such as borings, scaffolding, asbestos testing, structural probes.%	
Pre-approved reproduction for Submittals and interim deliverables to the UN is reimbursable at cost. Rates must be proposed and approved prior to incurring costs. Anticipated cap for all reproduction:	\$.....	
Models, renderings, perspectives, animations, or video presentations would be reimbursable if previously approved by the UN. The UN may require more than one quotation for these or other additional or reimbursable services.		
Total normal services, plus allowance for hourly additional services. Subject to the reasonableness all costs proposed, the determination of lowest cost will be made based on this line.	\$.....	

PAYMENT SCHEDULE

DESIGN PHASE

- 60% of Lump Sums upon submission of first complete draft of each Submittal for each phase.
- 30% of Lump Sums upon UN approval of submission of revised version of each Submittal for each phase.
- During each design phase, 10% of the fee will be reserved for General Services. It will be paid monthly if the General Services are all performed for the month, and will be allotted equally per month for the scheduled active duration of the phase. If all the required General Services are not performed per the scope of services (including deadlines) the payment will be made in the first monthly billing after completion of the General Services. If the schedule changes, the remaining General Service fee will be divided by the new calculation of remaining months.

CONSTRUCTION PHASE

- 90% of fee paid in equal monthly allotments, from the first bid package submitted by the UN project manager to the Procurement Division for bidding through the scheduled Final Acceptance of the last contract. If the schedule changes, the remaining fee will be divided by the new calculation of remaining months.
- 10% of fee paid upon completion of all services.

Scope of Professional Services
Preliminary phase Detailed breakdown by deliverable

Preliminary phase service	# Hours @ \$.....	Sub-total
a. Prepare coordinated and complete preliminary Submittal : midpoint, draft, final	NA: see each component below	
b. Review original drawings...hours @ \$...../hour =	\$.....
c. Prepare Design Schedule...hours @ \$...../hour =	\$.....
d. Develop alternative approaches...hours @ \$...../hour =	\$.....
e. Identify alternatives to resolve displacement...hours @ \$...../hour =	\$.....
f. Identify alternatives for locations of major functions...hours @ \$...../hour =	\$.....
g. Perform preliminary design of viable alternatives...hours @ \$...../hour =	\$.....
h. Develop Construction Schedules...hours @ \$...../hour =	\$.....
i. Perform building code analysis...hours @ \$...../hour =	\$.....
j. Provide cost analysis...hours @ \$...../hour =	\$.....
k. Assist the UN in preparing proposal...hours @ \$...../hour =	\$.....
		Total: \$.....

ANNEX D

UNITED NATIONS GENERAL CONDITIONS

OF CONTRACTS



Procurement Division

2 March 2001

ANNEX DUNITED NATIONS GENERAL CONDITIONS OF CONTRACT

- 1.0 **LEGAL STATUS:** The Contractor shall be considered as having the legal status of an independent contractor *vis-a-vis* the United Nations. The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of the United Nations.
- 2.0 **SOURCE OF INSTRUCTIONS:** The Contractor shall neither seek nor accept instructions from any authority external to the United Nations in connection with the performance of its services under this Contract. The Contractor shall refrain from any action which may adversely affect the United Nations and shall fulfil its commitments with the fullest regard to the interests of the United Nations.
- 3.0 **CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES:** The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.
- 4.0 **ASSIGNMENT:** The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor's rights, claims or obligations under this Contract except with the prior written consent of the United Nations.
- 5.0 **SUB-CONTRACTING:** In the event the Contractor requires the services of sub-contractors, the Contractor shall obtain the prior written approval and clearance of the United Nations for all sub-contractors. The approval of the United Nations of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and conform with the provisions of this Contract.
- 6.0 **OFFICIALS NOT TO BENEFIT:** The Contractor warrants that no official of the United Nations has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.
- 7.0 **INDEMNIFICATION:** The Contractor shall indemnify, hold and save harmless, and defend, at its own expense, the United Nations, its officials, agents, servants and employees from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor's employees, officers, agents or sub-contractors, in the performance of this Contract. This provision shall extend, *inter alia*, to claims and liability in the nature of workmen's compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.
- 8.0 **INSURANCE AND LIABILITIES TO THIRD PARTIES:**
 - 8.1 The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.
 - 8.2 The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or its equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract.
 - 8.3 The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.



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8.4	Except for the workmen's compensation insurance, the insurance policies under this Article shall: <ul style="list-style-type: none"> (i) Name the United Nations as additional insured; (ii) Include a waiver of subrogation of the Contractor's rights to the insurance carrier against the United Nations;
8.5	The Contractor shall, upon request, provide the United Nations with satisfactory evidence of the insurance required under this Article.
9.0	ENCUMBRANCES/LENS: The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with the United Nations against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.
10.0	TITLE TO EQUIPMENT: Title to any equipment and supplies that may be furnished by the United Nations shall rest with the United Nations and any such equipment shall be returned to the United Nations at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to the United Nations, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor shall be liable to compensate the United Nations for equipment determined to be damaged or degraded beyond normal wear and tear.
11.0	COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS: The United Nations shall be entitled to all intellectual property and other proprietary rights including but not limited to patents, copyrights, and trademarks, with regard to products, or documents and other materials which bear a direct relation to or are produced or prepared or collected in consequence of or in the course of the execution of this Contract. At the United Nations's request, the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring them to the United Nations in compliance with the requirements of the applicable law.
12.0	USE OF NAME, EMBLEM OR OFFICIAL SEAL OF THE UNITED NATIONS: The Contractor shall not advertise or otherwise make public the fact that it is a Contractor with the United Nations, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of the United Nations, or any abbreviation of the name of the United Nations in connection with its business or otherwise.
13.0	CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:
13.1	All maps, drawings, photographs, mosaics, plans, reports, recommendations, estimates, documents and all other data compiled by or received by the Contractor under this Contract shall be the property of the United Nations, shall be treated as confidential and shall be delivered only to United Nations authorized officials on completion of work under this Contract.
13.2	The Contractor may not communicate at any time to any other person, Government or authority external to the United Nations, any information known to it by reason of its association with the United Nations which has not been made public except with the authorization of the United Nations; nor shall the Contractor at any time use such information to private advantage. These obligations do not lapse upon termination of this Contract.
14.0	FORCE MAJEURE; OTHER CHANGES IN CONDITIONS:
14.1	In the event of and as soon as possible after the occurrence of any cause constituting <u>force majeure</u> , the Contractor shall give notice and full particulars in writing to the United Nations, of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify the United Nations of any other changes in conditions or the occurrence of any event which interferes or threatens to interfere with its performance of this Contract. On receipt of the notice required under this Article, the United Nations shall take such action as, in its sole discretion, it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract.



Procurement Division

2 March 2001

- 14.2 If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, the United Nations shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 15, "Termination", except that the period of notice shall be seven (7) days instead of thirty (30) days.
- 14.3 Force majeure as used in this Article means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force.
- 15.0 **TERMINATION:**
- 15.1 Either party may terminate this Contract for cause, in whole or in part, upon thirty (30) days notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 16 "Arbitration" below shall not be deemed a termination of this Contract.
- 15.2 The United Nations may terminate forthwith this Contract at any time should the mandate or the funding of the Mission/Agency be curtailed or terminated, in which case the Contractor shall be reimbursed by the United Nations for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.
- 15.3 In the event of any termination by the United Nations under this Article, no payment shall be due from the United Nations to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract.
- 15.4 Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, the United Nations may, without prejudice to any other right or remedy it may have under the terms of these conditions, terminate this Contract forthwith. The Contractor shall immediately inform the UN of the occurrence of any of the above events.
- 16.0 **SETTLEMENT OF DISPUTES:**
- 16.1 **AMICABLE SETTLEMENT**
The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.
- 16.2 **ARBITRATION**
Any dispute, controversy or claim between the Parties arising out of this Contract or the breach, termination or invalidity thereof, unless settled amicably under the preceding paragraph of this Article within sixty (60) days after receipt by one Party of the other Party's request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The arbitral tribunal shall have no authority to award punitive damages or interest in excess of six percent per annum (6% p.a.), which interest shall be simple interest only. The parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute.
- 17.0 **PRIVILEGES AND IMMUNITIES:** Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.
- 18.0 **TAX EXEMPTION:**
- 18.1 Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter-alia, that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the United Nations exemption from such taxes, duties or charges, the Contractor shall immediately consult with the United Nations to determine a mutually acceptable procedure.



Procurement Division

2 March 2001

- 18.2 Accordingly, the Contractor authorizes the United Nations to deduct from the Contractor's invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with the United Nations before the payment thereof and the United Nations has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide the United Nations with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.
- 19.0 **OBSERVANCE OF THE LAW:** The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.
- 20.0 **AUTHORITY TO MODIFY:** Pursuant to the Financial Regulations and Rules of the United Nations, only the Procurement Division at New York possesses the authority to agree on behalf of the United Nations to any modification of or change in this Contract, to a waiver of any of its provisions or to any additional contractual relationship of any kind with the Contractor. Accordingly, no modification or change in this Contract shall be valid and enforceable against the United Nations unless provided by an amendment to this Contract signed by the Contractor and the Chief or Deputy Chief of the Procurement Division.

ANNEX E

FORM OF CONTRACT

FORM OF CONTRACT
BETWEEN
THE UNITED NATIONS
AND
FOR PROFESSIONAL ARCHITECT/ENGINEERING
AND RELATED SERVICES

This Contract is entered into between the UNITED NATIONS, an international intergovernmental organization, having its headquarters in New York, NY 10017, USA (hereinafter the "UN"), and [____], having its principal office at _____ (hereinafter the "Architect/Engineer"). The UN and the Architect/Engineer are hereinafter collectively referred to as the "Parties".

WHEREAS, the UN desires to refurbish the UN headquarters complex (hereinafter the "Project"), located at 1st Avenue and 42nd Street, New York, NY 10017, and requires the professional services of the Architect/Engineer in connection with the Project;

WHEREAS, the Architect/Engineer represents that it is fully qualified, ready, willing and able to render such services effectively and efficiently and that the UN will benefit from the Architect/Engineer's experience and expertise in providing these professional services;

NOW, THEREFORE, the UN and the Architect/Engineer hereby agree as follows:

ARTICLE 1

Contract Documents

1.1 This document, the Request for Proposal issued by the UN on _____ (hereinafter the

"RFP"), including its Annex A (Scope of Professional Services), Annex C (Financial Proposal), Annex D (United General Conditions of Contract), but excluding its Annex B (Acknowledgement Letter) and Annex E (Form of Contract), the Architect/Engineer's Proposal dated _____ (hereinafter the "**Proposal**"), are all incorporated herein by reference and constitute the entire Contract between the Parties.

1.2 The Contract documents are to be taken as mutually explanatory of one another, but in case of ambiguities, discrepancies or inconsistencies between them, the following order of priority shall apply:

- (a) This document and the Scope of Professional Services as set forth in Annex A to the RFP (hereinafter the "**Scope of Services**");
- (b) The United Nations General Conditions of Contract as set forth in Annex D to the RFP (hereinafter the "**United Nations General Conditions of Contract**");
- (c) Amendments ____ to the RFP (if applicable); and
- (d) The Financial Proposal as set forth in Annex C to the RFP; and
- (e) The Proposal.

1.3 It is expressly agreed that this Contract embodies the entire agreement between the Parties in respect of the subject matter hereof, and that no further promises, undertakings, obligations or agreements, verbal or otherwise, exist between the Parties.

ARTICLE 2

Definitions

The term "**Normal Services**" shall consist of all services described in this Contract and the Scope of Services (other than services specifically identified as "Additional Services"), including

services described in the Scope of Services as “General Services”. In the Scope of Services, the Services are described under the phases in which they customarily occur. This order is for convenience only and may not reflect the actual phase in or frequency with which a particular service will be performed. The phases of the Project are as follows:

Design Phase

Preliminary Phase

Design Development Phase

Construction Documents Phase

Construction Phase

Construction Bid Support Phase

Construction Administration Phase

The term “**Service**” or “**Services**” shall mean all services necessary for the successful completion of the Project, including, the services specifically identified in the Scope of Services.

The term “**General Services**” shall mean the services specifically identified in the Scope of Services as General Services.

The term “**Additional Services**” shall mean services that may be requested at the option of the UN and are specifically identified in the Scope of Services as Additional Services.

As used herein, “**approved by the UN**”, “**approval by the UN**”, **authorized by the UN**, or “**approved**”, as the case may be, shall mean approved, authorized or approval in writing by the CMP Project Manager as defined in Article 7 below.

The term “**Submittal**” shall mean the product to be delivered by the Architect/Engineer to

the UN at the end of each phase of the Design Phase, integrating and consolidating each deliverable, the updated Design Schedule, as defined in Article 5.4 below, the updated cost analysis, and all the other design work performed during such phase into one complete coordinated submittal.

The term “**Event of Default**” shall mean any material or substantial failure by a Party to this Contract to perform its obligations or responsibilities under this Contract, giving rise to the remedies provided in this Contract.

ARTICLE 3

Personnel and Subconsultants

- 3.1 The Architect/Engineer shall engage such qualified experienced subconsultants, as and when required, to carry out any of the Services for the satisfactory completion of the Project. Subconsultants shall be engaged by the Architect/Engineer following consultation with and approval by the UN.
- 3.2 The subconsultants for [_____ services] shall be those identified in the Proposal, unless substitution of any of the Architect/Engineer’s Subconsultants has been approved by the UN (such subconsultants, together with any other subconsultant engaged by the Architect/Engineer hereunder, hereinafter the “**Architect/Engineer’s Subconsultants**”).
- 3.3 The UN may request in writing that any of the Architect/Engineer’s Subconsultants be substituted for cause, or convenience in the interest of the UN.
- 3.4 The Architect/Engineer shall be responsible for the supervision, integration and coordination of the work of Architect/Engineer’s Subconsultants.

- 3.5 The Architect/Engineer shall employ and provide such qualified experienced personnel, as and when required, to carry out the Services for the satisfactory completion of the Project. The Architect/Engineer shall provide an adequate supply of properly licensed personnel. The Architect/Engineer shall perform the Services using the personnel listed as key personnel in Schedule A (hereinafter the “**Key Personnel**”). The Architect/Engineer shall not remove any Key Personnel from the Project without prior approval by the UN. The Architect/Engineer’s removal of any Key Personnel from the Project without approval by the UN shall constitute an Event of Default by the Architect/Engineer. In the event that any Key Personnel leaves the employment of the Architect/Engineer or of any of the Architect/Engineer’s Subconsultants, as the case may be, a successor to such Key Personnel shall not be engaged without the UN’s prior approval, provided, however, that such successor shall be engaged, if possible, no less than one month, and, in any event, prior to such Key Personnel’s last day of employment with the Architect/Engineer or the Architect/Engineer’s Subconsultant, as the case may be.
- 3.6 The Architect/Engineer’s Project Manager (hereinafter the “**A/E’s Project Manager**”) shall represent the Architect/Engineer, and all directions given to the A/E’s Project Manager by the UN shall be binding upon the Architect/Engineer. The A/E’s Project Manager may, as necessary, designate representatives to act on his behalf. The A/E’s Project Manager and its representatives, if any, shall be listed as Key Personnel in Schedule A hereto. The UN’s directions to the A/E’s Project Manager shall be confirmed in writing by the Architect/Engineer within five (5) business days after their receipt by the Architect/Engineer.
- 3.7 Upon written request by the UN, the Architect/Engineer shall replace or withdraw from Project and the work site any agent, representative or other personnel, including those of any of the Architect/Engineer’s Subconsultants, who do not conform to the standards set forth in this Contract. Such written request by the UN for replacement or withdrawal shall not be

considered as termination in whole or in part of this Contract. All costs and expenses resulting from such replacement or withdrawal shall be borne by the Architect/Engineer.

- 3.8 The Architect/Engineer shall be responsible for the Architect/Engineer's actions and inaction, as well as for the actions and inaction of the Architect/Engineer's Subconsultants and of those for whom the Architect/Engineer or the Architect/Engineer's Subconsultants are responsible. The fees and expenses of the Architect/Engineer's Subconsultants, and the fees and expenses of the Architect/Engineer with respect to supervision, integration and coordination of the work of the Architect/Engineer's Subconsultants, are deemed to be included in the lump sum fee of the Architect/Engineer specified in Article 8.

ARTICLE 4

General Responsibilities, Representation and Warranties of the Architect/Engineer

- 4.1 The Architect/Engineer, as part of its primary responsibilities, shall endeavor to safeguard the interests of the UN to ensure that it receives the best possible planning and design advice on all aspects of the Project, and to ensure its performance of Services in an efficient and expeditious manner and the timely execution of the Project on the basis of sound construction practice at a minimum cost. It is understood, however, that during the Construction Phase, the Architect/Engineer is called upon to rule impartially on certain matters relating to the Project.
- 4.2 The Architect/Engineer shall be knowledgeable of the United States' federal, State and City of New York design standards, codes, rules and regulations (hereinafter the "Standards"). The Architect/Engineer represents and warrants that the Architect/Engineer's Subconsultants shall be knowledgeable of the Standards. The Architect/Engineer shall comply and cause the Architect/Engineer's Subconsultants to comply with the Standards in performing their

contracted services. The Architect/Engineer shall promptly notify the UN in writing if it becomes aware that any drawings, specifications or other documents do not comply with the Standards.

- 4.3 The Architect/Engineer shall provide and cause the Architect/Engineer's Subconsultants to provide the Services pursuant to the terms of this Contract and in accordance with the highest professional standards appropriate for the design, size, complexity and other characteristics of the Project. The Architect/Engineer shall exercise, and cause the Architect/Engineer's Subconsultants to exercise all reasonable skill, care and diligence in the discharge of the duties to be performed by it. The Architect/Engineer warrants that the Architect/Engineer and Architect/Engineer's Subconsultants possess all the qualifications, experience, ability, personnel, equipment resources and other facilities necessary for the proper performance of its obligations under this Contract.
- 4.4 The Architect/Engineer shall be responsible for keeping the Project within the budget approved by the UN. If necessary, the Architect/Engineer shall be responsible, at no cost to the UN, for re-designing the Project in order to bring the costs within such budget, provided, however, the increase in either the United States Consumer Price Index ("CPI") or the United States Producer Price Index ("PPI") shall not exceed 3.5% per annum.
- 4.5 The Architect/Engineer shall not make any material deviation or omission from, nor any material alteration nor addition to the Design Documents approved by the UN without the approval by the UN. The Architect/Engineer shall consult with the UN for all other decisions relating to the Project.

- 4.6 The Architect/Engineer shall provide prior written notification to the UN in the event that it re-organizes, merges with other persons, or otherwise changes its existing corporate structure in a manner which would affect the performance of the Services hereunder.

ARTICLE 5

Services

- 5.1 The Architect/Engineer's Services shall, in the first instance, include the preparation of preliminary design and cost analysis, and all other Services and deliverables to be rendered during the Preliminary Phase only, as more fully described in the Scope of Services, and, thereafter, provided that the UN exercises its option set forth in Article 6, the preparation of the design development documents, construction documents and other documents necessary for the proper execution of the Project, construction contract administration services and related services, engineering services and related services, the undertaking of cost planning for the Project and the coordination of its implementation as well as all other Services and deliverables to be rendered during the remaining Phases of the Project set forth in Article 2 above, all such Services being more fully described in the Scope of Services.
- 5.2 The Architect/Engineer shall perform the Services outlined in the Scope of Services in accordance with the terms of this Contract. The Architect/Engineer shall not proceed with any Phase set forth in Article 2 above and outlined in the Scope of Services without the prior authorization by the UN.
- 5.3 As part of the Services throughout the Project, the Architect/Engineer shall review all information and services provided by the UN, and if the Architect/Engineer requires any additional services or information to perform its Services, the Architect/Engineer will notify the UN promptly in writing.

- 5.4 The Architect/Engineer shall be responsible for developing and maintaining a detailed design schedule (hereinafter the “**Design Schedule**”) for the Project, which shall be updated, from time to time, to reflect actual events, progress, changes and improvements. The Architect/Engineer shall perform its Services, and cause the Architect/Engineer’s Subconsultants to perform their portion of the Services in accordance with the Design Schedule.
- 5.5 The Architect/Engineer shall perform its Services and cause the Architect/Engineer’s Subconsultants to perform their portion of the Services in accordance with the Construction Schedule, as described in the Scope of Services.

ARTICLE 6

UN’s Option

- 6.1 The Architect/Engineer acknowledges that, initially, this Contract is for Services to be rendered during the Preliminary Phase only, and that the requirement for Services to be performed during the Design Development Phase, the Construction Documents Phase, the Construction Bid Support Phase and the Construction Administration Phase (services to be performed in such phases, hereinafter, collectively, the “**Remaining Services**”) will be subject to subsequent decisions by the UN. It is therefore expressly understood that, following the UN’s approval of the Services and deliverables rendered during the Preliminary Phase, the UN may, at its sole option and discretion, elect that the Remaining Services, or portions thereof, be performed by the Architect/Engineer under the same terms and conditions as provided in this Contract (hereinafter the “**UN’s Option**”).
- 6.2 The UN is not prohibited from engaging any other contractor for all or any of the Remaining Services or any other Services relating to the Project if the UN considers such engagement

desirable.

ARTICLE 7

UN's Responsibilities

- 7.1 The UN shall designate a representative to act on the UN's behalf with respect to the day-to-day management of the Project (hereinafter the "CMP Project Manager"). The CMP Project Manager may, as necessary, designate representatives to act on his behalf. Such representatives may be UN staff members, individual or institutional contractors or a construction management firm. The CMP Project Manager may be substituted, from time to time, by written notice of substitution to the Architect/Engineer. Unless otherwise determined by the UN, the Architect/Engineer's Services will be managed by the CMP Project Manager. The CMP Project Manager, or any of its designated representatives, as the case may be, shall give to the Architect/Engineer all directions required in connection with the Architect/Engineer's performance of Services hereunder. The CMP Project Manager shall convey the decisions of the UN to the Architect/Engineer in a timely manner in order to avoid unreasonable delay in the orderly and sequential progress of the Architect/Engineer's Services and the Project.
- 7.2 The UN shall furnish the following to the Architect/Engineer, to the extent such documents are currently in the UN's possession: a written description of the site, reports on structural, mechanical, chemical, air and water pollution tests, reports on tests for hazardous materials and other laboratory and environmental tests, and third party reports relating to the Project.

ARTICLE 8

Fees and Payment

- 8.1 In full consideration of the complete and satisfactory performance of its obligations hereunder, the UN shall pay the Architect/Engineer: (i) the fees for Additional Services as specified in the Scope of Services, to the extent any such Additional Services have been requested by the UN, based on the unit prices/rates set forth for such Additional Services in the Proposal, and (ii) the lump-sum fee of US \$_____ for Normal Services as specified in the Scope of Services, provided, however, that any fees charged by the Architect/Engineer's Subconsultants and any general operating and administrative expenses (i.e., reproduction - other than reproduction of Submittals and interim deliverables to the UN -, telephone, facsimile, postage, courier, travel, etc.) shall be included in such lump-sum fee. Within such lump-sum fee, the fees for each phase shall be allocated as follows:

Preliminary Phase	US\$ _____ (15%),
Design Development Phase	US\$ _____ (20%),
Construction Documents Phase	US\$ _____ (40%),
Construction Bid Support Phase and Construction Administration Phase	US\$ _____ (25%),

provided further that any decrease in the Scope of Services shall be reflected in an appropriate adjustment to the lump-sum fee by an amendment to this Contract. Any such adjustment to the lump-sum fee shall be in accordance with the unit prices/rates set forth in the Proposal, provided, however, that in the event there are no unit prices/rates in the Proposal for a particular item/task concerned, the Parties shall consult in good faith to reach an agreement on a unit price/rate for such item/task.

- 8.2 The entitlement of the Architect/Engineer to payment of any fees for the Remaining Services or any portion thereof, is subject to the UN exercising its Option under Article 6 and complete and satisfactory performance by the Architect/Engineer.

- 8.3 The lump-sum fee is not subject to any adjustment or revision due to price or currency fluctuations or the actual costs incurred by the Architect/Engineer in the performance of its obligations hereunder.

Authorization for Other Services

- 8.4 If the UN requests the Architect/Engineer to perform additional or special services (other than the services specifically identified as Additional Services), such services shall not be undertaken prior to the execution of an amendment to this Contract, setting forth a full description of the services required and stating the maximum cost of such services. The UN shall not be responsible for any fees or charges not specifically authorized by such an amendment. Such fees may be on a lump sum, or time charge basis. Time charges shall be calculated in accordance with Article 8.5.

Time Charges

- 8.5 The UN shall not be responsible for any time charges not specifically authorized by way of an amendment to this Contract. Time charges shall be calculated on the basis of the hourly rates indicated in the Proposal (i.e. hourly rates for the services of an architect, engineer, draftsman, and other operational staff), provided, however, that in the event there are no unit prices/rates in the Proposal for a particular item/task concerned, the Parties shall consult in good faith to reach an agreement on a unit price/rate for such item/task. Charges shall be based on time actually worked, without allowance for travel time or other non-productive time.

Modifications Based Upon Budgetary Requirements

- 8.6 Subject to the provisions set forth in Article 4.4, the UN shall not be obliged to pay any additional fees and charges to the Architect/Engineer for any reasonable modifications or

revisions to the Construction Documents that may become necessary to maintain the budget approved by the UN.

Modifications Based Upon Other Requirements

- 8.7 If, after the UN's approval of the Construction Documents, major substantial modifications or revisions to specifications, drawings or design documents are otherwise required by reasons of instructions received by the Architect/Engineer from the UN, or by reason of circumstances which could not reasonably have been foreseen, an additional fee may be charged in respect of such modifications or revisions and any consequential reproduction of documents. Such fees may be on a lump sum or time charge basis and shall be agreed to by the Parties in advance in writing. Time charges shall be calculated in accordance with the provisions of Article 8.5.

Payment Schedule for Normal Services in Design Phase

- 8.8 During any phase of the Design Phase, 10% of the fee payable for Normal Services in such phase shall be allocated for General Services. The fee for the General Services for any phase of the Design Phase shall be payable by the UN in equal monthly installments during the scheduled period of such phase in which General Services are performed, provided, however, if the scheduled period of such phase changes, the outstanding fee for General Services shall be payable in equal monthly installments during the remaining changed period of such phase, provided further if the General Services have not been completed by the Architect/Engineer in any given month of such phase, the monthly installment for General Services will be due and payable within 30 days of the completion thereof.
- 8.9 During the Preliminary Phase, (i) US\$ _____, i.e. 60% of the fee payable for Normal Services in such phase, shall be due and payable upon submission to the UN of the complete initial draft of the Submittal for the Preliminary Phase and (ii) US\$ _____,

i.e. 30% of the fee payable for Normal Services in such phase shall be due and payable upon approval by the UN of the revised final version of the Submittal for the Preliminary Phase.

- 8.10 During the Design Development Phase, (i) US\$ _____, i.e. 60% of the fee payable for Normal Services in such phase, shall be due and payable upon submission to the UN of the complete initial draft of the Submittal for the Design Development Phase and (ii) US\$ _____, i.e. 30% of the fee payable for Normal Services in such phase, shall be due and payable upon approval by the UN of the revised final version of the Submittal for the Design Development Phase.

- 8.11 During the Construction Documents Phase, (i) US\$ _____, i.e. 60% of the fee payable for Normal Services in such phase, shall be due and payable upon submission of the complete initial draft of the Submittal for the Construction Documents Phase and (ii) US\$ _____, i.e. 30% of the fee payable for Normal Services in such phase, shall be due and payable upon approval by the UN of the revised final version of the Submittal for the Construction Documents Phase.

Payment Schedule for Normal Services in Construction Phase

- 8.12 90% of the fee payable for Normal Services in the Construction Phase shall be payable by the UN in equal monthly installments during the scheduled period of the Construction Phase (i.e. from the submission of the first bid package to the Procurement Division until the Final Acceptance by the UN of the last construction contract), provided, however, if the scheduled period of the Construction Phase changes, the outstanding fee for Normal Services shall be payable in equal monthly installments during the remaining changed period of the Construction Period.
- 8.13 10% of the fee payable for Normal Services in the Construction Phase shall be payable by

the UN upon completion by the Architect/Engineer of all deliverables of the Construction Phase.

Invoices and Terms of Payments

- 8.14 Payments by the UN of the Architect/Engineer's fees and expenses under this Contract shall be made in United States dollars. Any currency conversion shall be at the official UN rate of exchange then prevailing. If any payment is made by check, the check shall be sent to the Architect/Engineer at its address designated in Article 16 hereunder. If any payment is effected by wire transfer, such payment shall be made to:

[Name of Bank]

[Place, Country]

[ABA No.]

Account Name: []

Account No.: []

- 8.15 Invoices shall be submitted by the Architect/Engineer to The United Nations, Accounts Payable Unit, 304 East 45th Street, FF315, New York, NY 10017 with a copy to the Procurement Division ("PD") and Facilities Management Division ("FMD") at their address designated in Article 16. Payment of invoices shall be subject to certification by the UN that the Services provided have been complete, satisfactory and in accordance with the terms of this Contract. The UN shall effect payment of the invoices net thirty (30) days from receipt of duly submitted invoices and certification thereof by the UN. The UN may deduct a prompt-payment discount of [] per cent from invoices paid within twenty (20) days of receipt and certification thereof.
- 8.16 The UN shall promptly notify the Architect/Engineer of any dispute or discrepancy

concerning any invoice within thirty (30) days of receipt thereof. The UN may deduct the amount of any such dispute or discrepancy from the invoice(s) to which it relates and the balance shall be processed for payment. The UN and the Architect/Engineer shall consult in good faith to promptly resolve any such dispute or discrepancy. Once a dispute or discrepancy regarding any invoice has been resolved, the UN shall endeavour to pay the Architect/Engineer any amounts due to the Architect/Engineer pursuant to such resolution within thirty (30) days of such resolution.

- 8.17 Without prejudice to any other rights and remedies available to it under this Contract, the UN shall have the right, upon any amounts becoming due and payable hereunder, to set-off against such amounts the amount of any payment, indebtedness or other claim (including, without limitation, any overpayment made by the UN to the Architect/Engineer and any claims for damage to or loss of UN property made available to or in care of the Architect/Engineer) owing by the Architect/Engineer to the UN hereunder or under any other agreement between the Parties. The UN shall promptly notify the Architect/Engineer of such set-off and the reasons therefor, provided, however, that the failure to give such notice shall not affect the validity of such set-off.
- 8.18 Each invoice paid by the UN shall be subject to a post-payment audit by the UN auditors or their authorized agents. At any time during the term of this Contract and for a period of two (2) years following the expiration or prior termination of this Contract, the UN shall be entitled to a refund from the Architect/Engineer for any charge or amount shown by such audit to be unauthorized or not in accordance with this Contract.
- 8.19 Payments effected by the UN to the Architect/Engineer shall be deemed neither to relieve the Architect/Engineer of its obligations under this Contract nor as acceptance by the UN of the Architect/Engineer's performance of the Services.

ARTICLE 9

Architect/Engineer's Liability

- 9.1 The Architect/Engineer's obligations under Article 7 of the United Nations General Conditions of Contract shall also extend to suits, claims, demands and liability of any nature or kind
- (a) arising out of or resulting from any errors, omissions, or acts, including negligent or intentional acts of the Architect/Engineer or its personnel, or the Architect/Engineer's Subconsultants, or their personnel in the performance of this Contract, or any breach of this Contract by the Architect/Engineer or anyone for whose acts the Architect/Engineer may be responsible; or
 - (b) arising out of the use by the UN of the Design and Construction Documents.
- 9.2 The UN's review, approval or both of any documents provided or Services performed by the Architect/Engineer, the Architect/Engineer's Subconsultants or anyone for whom the Architect/Engineer or the Architect/Engineer's Subconsultants may be responsible will not relieve the Architect/Engineer of its responsibilities under this Contract, and the Architect/Engineer specifically waives any right to assert a claim against the UN or to assert as a defense to any claim by the UN based on the UN's review, approval or both of any documents provided or services performed by the Architect/Engineer, the Architect/Engineer's Subconsultants or anyone for whom the Architect/Engineer or the Architect/Engineer's Subconsultants may be responsible. The Architect/Engineer shall be entitled to rely on the accuracy and completeness of services and information furnished by the UN.
- 9.3 Notwithstanding any provision to the contrary contained in this Contract, the

Architect/Engineer will provide, at its sole cost and expense, any services required to rectify errors, omissions or negligent acts of the Architect/Engineer or the Architect/Engineer's Subconsultants, or of anyone for whom the Architect/Engineer or the Architect/Engineer's Subconsultants may be responsible. The Architect/Engineer's obligation to provide these services will not limit the Architect/Engineer's liability under this Contract.

ARTICLE 10

Insurance

- 10.1 Upon signature of this Contract, the Architect/Engineer shall provide the UN with the original certificates of insurance and shall be responsible for obtaining and maintaining in full force and effect during the term of this Contract the following insurance:
- (a) Workmen's compensation, disability benefits, and employer liability insurance in accordance with the statutory requirements of the State of New York.
 - (b) Comprehensive Automobile Liability ("CAL") insurance with a US \$ 2 Million combined single limit per occurrence, for death or bodily injury, or loss of, or damage to property arising from the operation of any vehicles owned, hired, rented, leased borrowed or non-owned by the Architect/Engineer, its agents, servants, employees or consultants or Architect/Engineer's Subconsultants, their agents, servants, employees or consultants performing Services in connection with this Contract.
 - (c) Comprehensive General Liability coverage ("CGL") with:
 - a minimum of US \$2 million per occurrence limit for death or bodily injury and property damage combined;

- a minimum of US \$2 million aggregate limit for products/completed operations;
 - a minimum of US \$2 million per occurrence limit for personal and advertising injury; and
 - a general aggregate limit with a minimum of US \$5 million. CGL is to include coverage for any liability the Architect/Engineer, its agents, servants, employees, or consultants or the Architect/Engineer's Subconsultants, their agents, servants, employees or consultants in performance of the Services in connection with this Contract may have for death or bodily injury, personal injuries, advertising injuries, or loss of, or damage to property. Commercial general liability shall include contractual liability. 1996 ISO and later forms require deletion of all wording under the supplementary payments section regarding conditional duty to defend obligation applicable to indemnitee as well as deletion of the contractual exclusion making legal expenses by or for a party other than the insured a part of the damages.
- (d) Project specific professional liability insurance with a minimum limit of US \$15 Million each occurrence. Professional liability policy shall include contractual liability and environmental liability.
- 10.2 Except for workmen's compensation, the insurance policies to be purchased and maintained by the Architect/Engineer shall include:
- (a) a waiver of the insurer's subrogation rights;
 - (b) a provision for at least 30 days written notice to the UN of cancellation or of any change of policy or coverage; and

- (c) the UN as an additional insured, except for Architect/Engineer's professional liability insurance.

10.3 The amounts stated in Article 10.1 may be increased from time to time to the amounts of coverage which in the sole judgement of the UN is then being customarily required. Upon exercising its Option under Article 6, the UN may, at its sole discretion, request the Architect/Engineer to obtain and maintain during the remaining term of this Contract,

- a) umbrella liability insurance in the amount of liability coverage of US \$20 Million applicable over employer liability insurance, CAL and CGL.
- b) insurance coverage for crime and fidelity in respect of any of the Architect/Engineer's on-site personnel. Such insurance coverage shall have limits not less than US \$5 Million per occurrence in respect of employee dishonesty, forgery or alteration, theft, disappearance and destruction within the UN premises, robbery and safe burglary within the UN premises, computer fraud, money orders and counterfeit paper currency. Any deductibles regarding such crime or fidelity insurance coverage shall be borne exclusively by the Architect/Engineer.

10.4 All insurance required to be carried by the Architect/Engineer pursuant to this Contract shall be obtained through an insurer reasonably satisfactory to the UN, and rated in Best's Insurance Guide, or any successor thereto, (or if there is none, an organization having a national reputation) as having a rating of A-VII.

10.5 The Architect/Engineer shall furnish on request satisfactory confirmation that its personnel and the Architect/Engineer Subconsultants and their personnel have each met the requirements of Article 10.1.

ARTICLE 11

Certain Remedies of the UN

- 11.1 Without prejudice to any other rights and remedies available to it, the UN may by written notice to the Architect/Engineer suspend for a specified period, in whole or in part, payments to the Architect/Engineer or the Architect/Engineer's obligation to continue to provide Services under this Contract, if in the UN's sole discretion:
 - (a) Any conditions arise which interfere, or threaten to interfere with the successful carrying out of the Services under this Contract, the execution of the Services or the accomplishment of the purpose thereof; or,
 - (b) The Architect/Engineer shall have failed, in whole or in part, to perform any of the terms and conditions of this Contract.
- 11.2 After suspension pursuant to Article 11.1(a) above, the Architect/Engineer shall be entitled to reimbursement by the UN of actual and substantiated costs resulting from commitments entered into in accordance with this Contract prior to the commencement of the period of such suspension. The Architect/Engineer undertakes to use its best efforts to minimize any such costs and shall include a provision in its contracts with the Architect/Engineer's Subconsultants, which entitles it to suspend such sub-contracts during any suspension period under this Contract.
- 11.3 The term of this Contract may be extended by the UN for a period equal to any period of suspension or such period of time necessary for completion of the Services hereunder.
- 11.4 The UN may, notwithstanding any suspension under the provisions of Articles 11.1 and 11.3

above, terminate this Contract for cause or convenience in the interest of the UN upon not less than thirty (30) days written notice to the Architect/Engineer.

11.5 Upon termination of this Contract:

- (a) The Architect/Engineer shall take immediate steps to terminate its Services in a prompt and orderly manner and to minimize losses and to keep further expenditures to a minimum.
- (b) The Architect/Engineer shall be entitled, except in the case of an Event of Default by the Architect/Engineer, to be paid for Services satisfactorily completed, plus actual, substantiated costs resulting from commitments entered into prior to the date of termination as well as any reasonable substantiated direct costs incurred directly by the Architect/Engineer as a result of the termination, but the Architect/Engineer shall not be entitled to any further payment or any damages for termination, including loss of profit, hereunder.

ARTICLE 12

Certain Remedies of the Architect/Engineer

- 12.1 In the case of an Event of Default by the UN, the Architect/Engineer shall promptly give written notice to the UN detailing the circumstances giving rise to the Event of Default. Upon acknowledgment in writing by the United Nations of the existence of an Event of Default and the UN's inability to remedy it, or upon failure of the UN to respond to such notice within thirty (30) days of receipt thereof, the Architect/Engineer shall be entitled to terminate this Contract by giving thirty (30) days written notice of termination. In the case of a dispute between the Parties as to the existence of an Event of Default, the matter shall be

resolved in accordance with the provisions of Article 14 hereof.

- 12.2 Upon termination of this Contract by the Architect/Engineer under this Article, the provisions of Article 11.5 hereof shall apply.

ARTICLE 13

Ownership of Documents

- 13.1 All plans, drawings, design documents and specifications, and all other materials, whether in hard copy, electronic form or otherwise, prepared or furnished by the Architect/Engineer or by any of the Architect/Engineer's Subconsultants in connection with the Project (hereinafter the "Workproduct"), are and shall remain the property of the UN, and shall be delivered to the UN by the Architect/Engineer promptly upon final payment hereunder or upon the earlier termination of the Architect/Engineer's Services under this Contract.
- 13.2 In the event this Contract is terminated prior to the completion of the Project and if under such circumstances, the UN uses or engages the services of, and directs another design professional to use the Workproduct to complete the Project, the Architect/Engineer will have no responsibility or liability to the UN with respect to (a) modifications of the Work Product by other design professionals without the Architect/Engineer's prior written consent, or (b) use the Work Product for additions to this Project or for other projects by other design professionals without the Architect/Engineer's prior written consent. The UN shall indemnify and hold the Architect/Engineer harmless from any claim to the extent caused by UN's use of the Work Product for other projects or additions to this Project, unless caused by fault or negligence of the Architect/Engineer, or as to modifications of the Work Product by design professionals other than the Architect/Engineer without the Architect/Engineer's prior written consent.

- 13.3 With respect to any further intellectual property rights to the Work Product, the provisions of Article 11 of the United Nations General Conditions of Contract shall govern.

ARTICLE 14

Settlement of Disputes

Any dispute, controversy or claim arising out of this Contract, or the breach, termination or invalidity thereof, shall be resolved in accordance with the provisions of Article 16 of the United Nations General Conditions of Contract. The place of arbitration for the purposes of Article 16 of the United Nations General Conditions of Contract shall be New York, New York, USA.

ARTICLE 15

UN Privileges and Immunities

Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, which are hereby expressly reserved.

ARTICLE 16

Miscellaneous

- 16.1 Notices. Any notices and communications required or permitted hereunder shall be in writing, unless otherwise specifically provided herein. Any notice shall be effective when received by the intended recipient. All notices and communications in writing between the Parties shall be deemed to have been received by the intended recipient, if hand delivered to, or if sent by registered mail, return receipt requested, by facsimile, by hand or by overnight courier, in each case addressed to the Party intended at the address below or such address as such Party shall have designated by written notice previously given in accordance with this

Contract.

If to the UN:

With copies to:

If the Architect/Engineer:

With copies to:

16.2 No Waiver. No action, failure to act or failure to require strict compliance with any term of this Contract by the UN or the Architect/Engineer shall constitute a waiver of a right or duty afforded them under this Contract, and nor shall such action, failure to act or failure to require strict compliance with any term of this Contract constitute approval of a breach hereunder, except as may be specifically agreed in writing.

16.3 Cooperation and Further Actions. The UN and the Architect/Engineer agree to take

whatever steps are necessary to fulfill the responsibilities assigned to them in this Contract, and further agree to cooperate with each other.

- 16.4 Survival. All matters that relate to the termination or expiration of this Contract, that relate to ownership of documents, or that relate to the indemnity obligations, as well as all rights and obligations of the Parties that would by their nature be expected to survive any termination or expiration of this Contract, shall survive any termination or expiration of the Contract and shall be given full force and effect notwithstanding any termination or expiration of the Contract.

- 16.5 Severability. If any term or provision of this Contract, or the application thereof to any person or circumstances, shall be invalid or unenforceable to any extent, the remainder of this Contract or the application of this Contract to persons or circumstances other than those against whom or which such term or provision is invalid or unenforceable shall not be affected thereby, and each term and provision of this Contract shall be valid and enforceable.

- 16.6 Headings. The headings herein contained are inserted only as a matter of convenience and reference and are not meant to define, limit or describe the scope or intent of this Contract or in any way to affect the terms and provisions set forth herein.

- 16.7 Plurals. The plural shall be substituted for the singular, and the singular for the plural, where appropriate.

- 16.8 Defined Terms. Any capitalized term used and not defined in this document or in the Scope of Services will have the meaning commonly recognized in the construction industry.

- 16.9 Effective Date. The effective date of this Contract shall be the date both Parties have signed the same.

IN WITNESS WHEREOF, the duly authorized representatives of the Parties have caused this Contract to be signed as of the date written below.

FOR AND ON BEHALF OF
THE ARCHITECT/ENGINEER

FOR AND BEHALF OF THE UN

By: _____

By: _____

Name:
Title:

Name:
Title:

Place/Date: _____

Place/Date: _____

ANNEX A

**LIST OF ARCHITECT/ENGINEER'S AND ARCHITECT/ENGINEER'S
SUBCONSULTANTS KEY PERSONNEL**

ATTACHMENT B

Status of Appropriations, Allotments and Expenditures for the CMP

CMP - Status of appropriations, allotments and expenditures (in US dollars)

I. Pre-design phase: An amount of \$8 million has been appropriated for CMP by resolution 55/238 under Section 31, construction, alterations and major maintenance of the programme budget for the biennium 2000-2001. The funds were transferred for financial administration from the regular budget account to the construction-in-progress account according to standard procedures.

Construction-in-progress account ¹	2000-2001		2002-2003	
	Allotment	Expenditures	Allotment	Expenditures
Posts	-	-	-	-
GTA	126,050	126,050	318,763	318,763
Other staff costs	-	-	-	-
Travel	13,776	13,776	5,983	5,983
Training	-	-	-	-
Contractual services	6,727,721	6,727,721	771,234	771,234
Rental & maintenance	-	-	-	-
Data processing	-	-	-	-
Operating expenses	-	-	2,197	2,197
Communications	-	-	-	-
Supplies & furniture	11,010	11,010	1,150	1,150
Total	6,878,557	6,878,557	1,099,307	1,099,307
Cumulated total	6,878,557	6,878,557	7,977,864	7,977,864

¹ An initial building assessment study of the UN complex was conducted in 1999-2000 by Ove Arup & Partners USA at a cost of \$1,038,000. An additional \$120,000 was also expended during the same period for financial advisory services. The services were funded through the existing 1998-1999 regular budget appropriation. These expenditures of \$1,158,000 were not included in the above costs.

CMP - Status of appropriations, allotments and expenditures (in US dollars)

Design phase:		\$25,500,000 has been appropriated by resolution 57282 for the biennium 2002-2003, and \$17,805,000 has been appropriated by resolution 597285 for the biennium 2004-2005, for a total of \$43,302,000. The funds are managed through the CMP account, established by resolution 577292, for the financial implementation of the CMP project. In addition, resolution 597295 also provides for a commitment authority of \$6,198,000 for the year 2006.					
CMP account		2000-2001		2002-2003		2004-2005²	
		Allotment	Expenditures	Allotment	Expenditures	Allotment	Expenditures
Posts							
GTA				1,495,261	1,495,261	3,311,358	2,254,358
Other staff costs				245,025	245,025	1,369,667	895,498
Travel				14,200	14,200		
Training				38,260	38,260	18,000	4,204
Contractual services						18,400	10,145
Rental & maintenance				894,971	894,971	34,047,551	12,303,517
Data processing						448,000	435,861
Operating expenses				278,406	278,406	52,400	52,400
Communications						522,044	517,281
Supplies & furniture				239,380	239,380	12,656	6,005
Total						54,900	40,921
Cumulated total				3,205,503	3,205,503	39,853,176	16,520,200
				3,205,503	3,205,503	43,058,679	19,725,703
The total per biennium is distributed as follows:							
CMP office				3,024,925	3,024,925	38,478,526	15,020,263
Support offices (OIOS, BOA, OLA, PD, ITSD, EO)				180,578	180,578	1,374,850	895,937

² As of 31 July 2005. Expenditures consist of \$9,244,451 in obligations and \$7,275,749 in disbursements.

CMP - Status of appropriations, allotments and expenditures (in US dollars)

II. Total for the CMP project (I + II)

Total for the CMP project - by biennium		2000-2001		2002-2003		2004-2005	
		Allotment	Expenditures	Allotment	Expenditures	Allotment	Expenditures
Posts							
GTA				1,495,261	1,495,261	3,311,358	2,254,358
Other staff costs		126,050	126,050	563,788	563,788	1,369,867	895,498
Travel		-	-	14,200	14,200	-	-
Training		13,776	13,776	44,223	44,223	16,000	4,204
Contractual services						18,400	10,145
Rental & maintenance		6,727,721	6,727,721	1,666,205	1,666,205	34,047,551	12,303,517
Data processing		-	-	-	-	448,000	435,861
Operating expenses		-	-	-	-	52,400	52,400
Communications		-	-	280,603	280,603	522,044	517,291
Supplies & furniture		-	-	-	-	12,656	6,005
Total		11,010	11,010	240,530	240,530	54,900	40,921
Cumulated total		6,878,557	6,878,557	4,304,810	4,304,810	39,853,176	16,520,200
		6,878,557	6,878,557	11,183,367	11,183,367	51,036,543	27,703,567

Total for the CMP project		Total Allotment ³	Total Expenditures ³
Posts		4,806,619	3,749,619
GTA		2,059,705	1,585,336
Other staff costs		14,200	14,200
Travel		73,999	62,203
Training		18,400	10,145
Contractual services		42,441,477	20,697,443
Rental & maintenance		448,000	435,861
Data processing		52,400	52,400
Operating expenses		802,647	797,894
Communications		12,656	6,005
Supplies & furniture		306,440	292,461
Total		51,036,543	27,703,567

³ Total allotment and expenditures for the biennia 2000-2001, 2002-2003 and 2004-2005. Please note that 2005 expenditures are as of 31 July 2005.

Note: At the closing of the accounts at the end of a biennium, in the case of special multi-year accounts such as the CMP account, funds allotted for the biennium are aligned with the expenditure for the period and remaining available funds are phased into the next biennium.

ATTACHMENT C

Needs Assessment by Ove Arup Summary for Each Building

BASEMENT - APPENDIX A: TABULATED DATA											Basement Appendix A	
PRIORITY LEGEND:												
High: Items which have exceeded planned life expectancy or pose a safety risk.												
Medium: Items which will reach design life by 2010 and are functional.												
Low: Items which will reach design life after 2010, are functional and in good condition or posing a minor operational problem or risk. Note that some Low Priority items will be done at the same time as High or medium priority items to minimize disruption and construction phasing premiums.												
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project	
1. ARCHITECTURAL												
Site	Ramp to Parking Garage/Adjacent to Foundation	Masonry	Same	Open joints, displaced surface	Repair ramp walls	None	Maintain building integrity	None	High	Basement		
	Ramp to Parking Garage/Adjacent to Foundation	Asphalt	Same	Spalled, cracked surface	Resurface ramp	None	Maintain building integrity	None	High	Basement	2000-2001	
Roofs	Joint between Conference Building and South Annex	Concrete, masonry	Same	Good, subject to extreme environmental conditions	Establish periodic inspection cycle	None	Maintain structural integrity	None	Low	Basement		
	Joint between General Assembly and North Lawn Extension	Expansion joints	Same	Leaks noted	Repair expansion joints	None	Maintain building envelope	None	High	Basement		
Waterproofing	Parking garage slabs	Expansion joints	Same	Leaks noted	Repair expansion joints	None	Maintain building envelope	None	High	Basement		
	Parking garage slabs	Concrete, steel reinforcement	Same	Spalling noted. Repairs ongoing	Continue repairs. Apply waterproof sealer on deck when construction allows	None	Maintain structural integrity	None	High	Basement	2000-01 and Operational Budget	
Exterior Walls	Below grade walls	Concrete	Same	Hidden by pleums	Inspect when construction allows	None	Maintain structural integrity	None	Low	Basement		
	3", 4", 5" Basement/Floors	Concrete, VAT	Same	VAT fair, concrete in garage spalling	Continue slab repairs	None	Maintain structural integrity	None	High	Basement		
Interior Spaces	3", 4", 5" Basement/Walls	CMU, metal partition	Same	Crack in plenum walls, slab and beam	Repair structural concrete cracks	None	Maintain structural integrity	None	High	Basement		
	3", 4", 5" Basement/Ceilings	Concrete, metal panels	Same	Concrete spalling	Repair concrete spalls	None	Maintain structural integrity	None	High	Basement		
2nd Basement/Floors		Concrete, VAT	Same	Cracks in slabs and beams, blocked four drains	Repair concrete cracks, unblock four drains, complete structural repairs in garage	None	Maintain structural integrity	None	High	Basement		
			Same									
2nd Basement/Walls		CMU, metal partition	Same	Fair	None	NA	NA	NA	NA	---		
		Concrete, metal panels	Same	Concrete spalling, decayed panels	Repair concrete spalls, replace panels	None	Maintain structural integrity	None	High	Basement		
Parking garage/pipework		Miscellaneous	NA	Frayed insulation, low headroom, no vehicular protection or piping	Replace insulation, install pleumok protection	None	Maintain system integrity	None	High	Basement		
			Same	Overhead open, partition not rated	Install rated doors and partition between usages, add condors	None	Increase life safety	None	High	Basement		
Code Compliance	Fire Separation	Condo doors, demising partitions	Same	Poorly signed & lit; furniture stored in condors	Install signage, remove furniture	None	Increase life safety	None	High	Basement		
Fire protection		Exit	Same	Good. Some areas missing sprinklers	See Fire Protection recommendations	NA	NA	NA	NA	---		
		Sprinklers	Same	Missing hoses	See Fire Protection recommendations	NA	NA	NA	NA	---		
Fire hoses		Fire hoses	Same	Inadequate signage for spaces, ramps, entrances, no van accessible spaces	Install proper number of signage to accessible spaces, improve signage to accessible spaces with signage and clearances.	None	Increase accessibility	None	Medium	Basement		
		Miscellaneous	NA									

Over Atrio & Patters

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New York Office										Basement Appendix A	
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
2 STRUCTURAL	Door hardware	Varies	NA	Not accessible	Install accessible door hardware	None	Increase accessibility	None	Medium	Basement	
	Entrance doors	Varies	NA	Less than 32" wide	Install wider doors where feasible	None	Increase accessibility	None	Medium	Basement	
	20 Toilets	Varies	NA	Not accessible	Install accessible fixtures, stalls etc.	None	Increase accessibility	None	Medium	Basement	
	Accessible routes in garage	Varies	NA	No detectable warnings where routes cross traffic zones	Install detectable warnings	None	Increase accessibility	None	Medium	Basement	
	Garage/passenger drop-off	NA	NA	No accessible drop-off zones	Install accessible drop-off zones at each level	None	Increase accessibility	None	Medium	Basement	
	Stair rails	NA	NA	No handrail extensions	Install handrail extensions	None	Increase accessibility	None	Medium	Basement	
	Fire alarms	NA	NA	Too high/no audio/visual alarms	See Electrical recommendations	NA	NA	NA	NA	---	
	Public telephones	Varies	NA	Too high, not accessible	Install accessible phones	None	Increase accessibility	None	Medium	Basement	
	Drinking fountains	Varies	NA	Too high	See Plumbing recommendations	NA	NA	NA	NA	---	
	Ramps	NA	NA	No railings to prevent walking under	Install railings	None	Improve accessibility	None	High	Basement	
	Counters	Varies	NA	Too high	Install 36" high sections to counters	None	Improve accessibility	None	Low	Basement	
	Parking Garage	Concrete	Concrete	Cracking, spalling, throughput, repairs underway	Complete repair, include maintenance program	None	Maintain structural integrity	None	High		2000-2001
	Service Drive & Ramp/Drive	Concrete, asphalt	Concrete, asphalt	Cracks, potholes, uneven surface	Repair, immediately replace within 25 years	None	Maintain structural integrity	None	High/Low	Basement	
	Service drive/walls	Concrete	Concrete	Local water intrusion	Repair per Densim report	None	Maintain structural integrity	None	High	Basement	
	Service drive/roof	Concrete, steel beams	Concrete, steel beams	Light corrosion on steel purling panel	Investigate cause, repair	None	Maintain structural integrity	None	Medium	Basement	
	4th Street retaining wall	Concrete	Concrete	Spalled, cracked, under repair	Continue repairs, monitor in future	None	Maintain structural integrity	None	High	Basement	
3 MECHANICAL	Promenade support beams	Steel with fireproofing	Steel with fireproofing	Good	None	NA	NA	NA	NA	---	
	Service drive/entrance doors north & south	Concrete, asphalt	Concrete, asphalt	Uneven, badly patched	Replace pavements	None	Maintain structural integrity	None	High	Basement	
	Heating Systems	Steam piping, valves, etc	Microchannel	Have decreased life expectancy	Replace, repair, piping as determined by test	None	Maintain system function	None	High	Basement	
	Steam supply/steam condensate	Con Ed supply/condensate	Con Ed supply/condensate	High steam leak rates, no condensate recovery	Install condensate recovery system	None	Save energy, reduce costs	Requires UN in install cogen or own boilers, significant capital	High	---	
						1. Install boiler plant	1. Save energy, reduce costs	1. Significant capital costs		---	
						2. Install cogen unit	2. Save energy, reduce costs	2. Significant capital costs, large space requirement		Basement	
One Auto & Partners										Page 2	

New York Office										Basement Appendix A	
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CAP Project	Non-CAP Project
Chilled Water Systems	High rise circuit/Chillers	1 - 1,800 ton chiller and 1 - 1,250 ton chiller	NA	Not connected to low-rise	Connect to low-rise system	None	Reduce energy use	None	High	Basement	1,800 or replaced 1,250 ton unit 2" x 1,800 ton unit
	Low rise circuit/Chillers	2 - 1,250 ton chiller	NA	Not connected to high-rise	Connect to high-rise system replace as required by 2023	None	Reduce energy use	None	High/Low	Basement	
	Pipe/Work	Miscellaneous	Same	Escalated life expectancy	Repair, replace pipe/work as determined by test	None	Maintain system reliability	None	High	Basement	
	Low-rise pumps	NA	NA	No variable frequency drive on motors	Install variable frequency motor on pumps	None	Reduce energy use	None	Low	Basement	
	2" Basement/Chillers	4 steam turbine driven centrifugal chillers	NA	Primary only system	See options	1. Install boiler plant, replace low-rise chillers with steam turbine chillers 2. Install cogeneration plant, replace low-rise chillers with steam turbine chillers 3. Install cogeneration plant, replace low-rise chillers with steam turbine chillers 4. Install cogeneration plant, replace low-rise chillers with steam turbine chillers 5. Replace low-rise chillers with gas chillers or gas turbine chillers	1. Save energy/reduce costs 2. Save energy/reduce costs 3. Save energy/reduce costs 4. Save energy/reduce costs 5. Save energy/reduce costs	1. Significant capital costs, space requirements 2. Significant capital costs, space requirements 3. Significant capital costs, space requirements 4. Significant capital costs, space requirements 5. Significant capital costs, space requirements	High	Basement	
Ventilation & Air Conditioning System	Return air systems	Miscellaneous	Same	Fair, No significant deficiencies	None	NA	NA	NA	NA	---	---
	MERV/Chilled water coils/Steam control valves	Miscellaneous	Same	Exceeds life expectancy	Repair, replace valves	None	Maintain system reliability	None	High	Basement	
	Air handling units	Garage and Service Drive	Same	CO monitors do not function.	Install CO monitors on all fans in the Garage and Service Drive	None	Reduce energy use	None	High	Basement	
		Miscellaneous	Same	Many are built against exterior water walls and have exceeded life expectancy	Replace/upgrade all AHU's older than 40 years	None	Maintain system reliability	None	High	Basement	
		Miscellaneous	Same	Casing corrosion on many units	Replace/repair corroded casing	None	Maintain system reliability	None	High	Basement	
Smoke purge system	MERV/igniting	Valves	Same	Poorly lit	See Electrical recommendations	NA	NA	NA	NA	---	---
	Smoke purge system	Smoke purge	NA	Only partially operational system	Install mechanical switch purge system for units installed before 1970	None	Improve life safety	None	High	Basement	

Basement Appendix A											
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
4 ELECTRICAL											
Low Voltage System	Distribution boards, panelboards, motor control centers, etc.	Miscellaneous	Same	Exceeds life expectancy	Replace all equipment	None	Maintain system reliability, anticipate future needs	None	High	Basement	
	Feeder cables, branching	Miscellaneous	Same	Exceeds life expectancy	Replace wiring as determined by testing	None	Maintain system reliability, anticipate future needs	None	High	Basement	
	Switchboards	NA	NA	Pipework and ductwork in poor condition	Remove mechanical systems not having subcomponents	None	Reduce fire risk	None	High	Basement	
	Emergency Stand-by Power	See Special report	NA	NA	NA	NA	NA	NA	NA	—	
Artificial Lighting systems	Fluorescent fixtures	F-40 lamps with magnetic ballasts	Same	Fair	Replace with T8 lamps with electronic ballasts	None	Reduce energy, improve light quality, improve light levels	None	Medium	Basement	
	Incandescent fixtures	Incandescent lamps	Same	Fair	Replace with compact fluorescent fixtures	None	Reduce energy, improve light levels, improve light quality, improve light levels	None	Medium	Basement	
	Lighting controls	Individual switches	Same	Fair	Install centralized lighting control system with local area control	None	Reduce energy use	None	Medium	Basement	
	Mechanical equipment, lighting levels	NA	Same	Poor	Install additional fixtures with correct lamps to achieve acceptable light levels	None	Improve light safety and maintenance	None	High	Basement	
Fire Alarm System	Throughput Alarms, pull stations, integration	NA	NA	Not accessible, not accurate, no monitoring or integration with sprinklers or fire alarm system	Replace system per CSE recommendations	None	Reduce fire risk	None	High	Basement	
5 PLUMBING											
Water Systems	Piping	Valves	Same	Corrosion, leaks, exceeds life expectancy	Replace, repair as determined by test, install water based type strainer	None	Maintain system reliability	None	High	Basement	
	Water service	NA	NA	No backflow prevention device	Install backflow prevention device	None	Eliminate contamination risk	None	High	Basement	
	Toilet fixtures	Valves	Same	Not accessible	Install accessible fixtures	None	Improve accessibility	None	Low	Basement	
	Mix up water, shower and mechanical equipment	NA	NA	No backflow prevention device	Install backflow prevention device	None	Eliminate contamination risk	None	High	Basement	
Water Heaters	Drinking fountains	Valves	Same	Not accessible, not water conserving	Install accessible, water efficient fountains	None	Improve accessibility, reduce water usage	None	Low	Basement	
	Water heaters	Steam type	Same	Not energy efficient, exceeds life expectancy	Install new energy efficient water heaters	None	Reduce energy use, improve system reliability	None	High	Basement	
	Tank fill pumps, valves, piping	Valves	Same	Exceeds life expectancy	Replace pumps and associated valves and piping	None	Maintain system reliability	None	High	Basement	
	Suction tanks	Suction tanks	Same	Order coating flaking off	Test tank walls to determine life expectancy	None	Maintain system reliability	None	High	Basement	

One Acup & Partners

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New York Office												Basement, Appendix A
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project	
Sanitary System	Throughdrain/piping	Waxes	Same	Some clogging, some pipes undersized and not sloped properly, exceeds life expectancy	Repair, replace as determined by test; replace undersized and incorrectly sloped piping	None	Maintain system reliability	None	High	Basement		
	300 Pump pumps	Duplex pumps	Same	Poor	Replace	None	Maintain system reliability	None	High	Basement		
	Storm Drainage	Throughdrain/piping	Same	Exceeds life expectancy	Repair, replace as determined by testing	None	Maintain system reliability	None	High	Basement		
	Drains	NA	NA	System at capacity	Install separate house drains	None	Maintain system reliability	None	High	Basement		
Gas Systems	2 nd Basement Meter Room	Signage	Not determined	Not clearly signed	Install approved signage	None	Reduce fire risk	None	High	Basement		
	Parking Garage, 1st floor, 1st valve	Signage	Not determined	Not clearly signed	Install approved signage	None	Reduce fire risk	None	High	Basement		
6 FIRE PROTECTION												
Sprinkler System	Parking Garage, Loading Dock, sprinklers	Dry pipe system	Same	Piping is corroded	Repair, replace as determined by test	None	Maintain system reliability	None	High	Basement		
	Paper storage/sprinklers	None	NA	No sprinklers	Install sprinklers	None	Reduce fire risk	None	High	Basement		
	Standpipe System	Fire hoses	NA	Fire hoses missing, fire rack damaged, insufficient coverage	Replace missing fire hoses; install hoses to proper length	None	Reduce fire risk	None	High	Basement		
	Pipework, valves	Waxes	Same	Reaching life expectancy; not secured	Repair, replace as determined by test; secure valves	None	Reduce fire risk	None	Medium	Basement		
Fire Extinguishers	Fire extinguishers	Fire extinguishers	Same	Insufficient coverage, not protected from damage	Install additional fire extinguishers; provide protective devices as required	None	Reduce fire risk	None	High	Basement		
7 VERTICAL TRANSPORTATION												
Elevators	Freight elevators	2, 10,000 lb freight elevators	Same	Fair, will exceed design life by 2021, rarely used	Maintain elevators	None	Maintain system reliability	None	Low	Operational Budget		
8 COMMUNICATIONS & TECHNOLOGY												
Infrastructure	Sat. Secretariat	NA	NA	NA	NA	NA	NA	NA	NA	Basement		
Broadcast	Sat. Control Assembly room	NA	NA	NA	NA	NA	NA	NA	NA	—		
9 CONTROLS												
Building Management System	AHU controls	Pneumatic, electro/COCC in g/f shops	NA	Pneumatic fail; electro/COCC good; most systems operate manually	Install COC controls throughout, extend to manually operated equipment	None	Decrease energy usage	None	High	Basement		
	Parking garage, 1st floor, 1st valve	Exhaust fans	NA	CO control disabled now; operates continuously	Implement CO control of exhaust fans	None	Decrease energy usage	None	High	Basement		
Ove Arc & Partners												
Page 5												

System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
10 ENVIRONMENTAL											
Hazardous Material Storage	Lighting fixtures	Lead ballasts	NA	Improperly disposed	Dispose of properly	None	Reduce risk of environmental contamination	None	High		Operational Budget
	Paints, solvents, coatings, etc.	Miscellaneous	NA	Improperly disposed	Properly document and dispose of material	None	Reduce risk of environmental contamination and injury	None	High		Operational Budget
	55 gallon drums, other materials	Condensate, etc.	NA	Improperly stored and documented	See Secretariat report	NA	NA	NA	NA		
	5" Basement/Access to ground storage tank (AST)	700 gallon acid (chlorine) tank	Same	No longer in use	De-register property, dispose of residue	None	Reduce contamination risk	None	Medium		Operational Budget
	Chiller water discharge	Discharge to East River	NA	Permits from proper authorities not obtained	Obtain proper permits	None	Inure compliance with Clean Water Act	None	High		Operational Budget
Non-hazardous Chemicals Air Quality	Flammable liquid cabinets	Variety	NA	Not vented to outside	Vent to outside	None	Reduce fire risk	None	High	Statement	
	Spill response, MSDS, container documentation, training records	NA	NA	Not available	Make material available at point of distribution/use	None	Reduce risk of injury	None	High		Operational Budget
	Through/drain	Variety	NA	Properly stored	See Secretariat report	NA	NA	NA	NA		
	Chemicals analysis	NA	NA	Specific areas tested, submitted to quality control, see Secretariat report	See Secretariat report	NA	NA	NA	NA		
	2" & 3" vents Air Quality	NA	NA	ACM used extensively in VAT, insulation, etc.	Remove at ACM	None	Reduce risk of contamination	None	High	Statement	
Asbestos Abatement	Through/drain asbestos	Asbestos containing material (ACM)	Same	ACM used extensively in VAT, insulation, etc.	Remove at ACM	1. For budget reasons UN may retain non-asbestos ACM which will be removed during construction.	1. Reduces staff exposure to friable ACM.	1. Future activities may require additional statement of remaining ACM.	High	Statement	
	4BKerosene, of dispenser	NA	NA	Good	None	NA	NA	NA	NA		
	Gasoline dispensing storage tank (UST)	4,000 gallon UST, pump, vent	NA	Not in compliance with current regulations	Replace UST, pump and vent to meet current regulations	None	Reduce risk of environmental contamination	None	High		2000-01
	Generator tank fuel	Belly tank	NA	Does not provide 72-hour capacity	Replace with 72-hour capacity tank	None	Increase system operational capacity	None	Medium	Statement	
	Water quality	Copper lines	Galvanized	Not tested	Implement testing of water as monitoring program	None	Inure water quality	None	Medium		Operational Budget
Known/Unknown Contaminants	Service Drive/turbine runoff	Surface runoff	NA	Potential contamination of storm sewer system by hydrocarbons	Investigate whether extent of UN activities in Service Drive exceeds industry standard	None	Reduce risk of environmental contamination	None	Medium		Operational Budget
	Lead based paints	Lead paint	Same	Good	Abate properly if construction activities create hazard	None	Reduce risk of environmental contamination	None	High	Statement	

CONFERENCE BUILDING - APPENDIX A: TABULATED DATA												New York Office		Conference Building Appendix A			
PRIORITY LEGEND:												High: Items which have exceeded planned life expectancy or pose a safety risk.		Medium: Items which will reach design life by 2010 and are functional.		Low: Items which will reach design life after 2010, are functional and in good condition or posing a minor operational problem or risk. Note that some Low Priority items will be done at the same time as high or medium priority items to minimize disruption and construction phasing premiums.	
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project						
1 ARCHITECTURAL																	
Site	Extension/Retains	Unspecified	N/A	Subject to accelerated deterioration	Inspect seams on a regular basis	None	Maintain exterior envelope	None	Medium								
	Roofs	Drains, scuppers	Single tier and sidewall	Small, infrequent, blocked by debris	Do roof test to determine flow rates and joint integrity; repair as required	None	Maintain exterior envelope	None	High	2000-01	Conference Building (2" replacement)						
	Penetrations	Vents, piping, ductwork	N/A	Joints could be source of leaks	Do roof test to determine flow rates and joint integrity; repair as required	None	Maintain exterior envelope	None	High	2000-01	Conference Building (2" replacement)						
	Drainage	Roof pitch, type & number of drains	N/A	Roof drainage appears inadequate	In new roof design pitch, drain type and frequency should be reviewed	None	Improve system performance	None	High	2000-01	Conference Building (2" replacement)						
	5" Floor/Room 5 and 6	Membrane waterproofing	Bulk up	Punctures visible, missing ballast	Repair and protect; replace during 25 year period	None	Maintain exterior envelope	None	High	2000-01	Conference Building (2" replacement)						
	4" Floor slab/Back, south of roof 3	Membrane under concrete fill	Membrane under concrete fill	Blistering noted, exceeds life expectancy	Replace roof	None	Maintain exterior envelope	None	High	2000-01	Conference Building (2" replacement)						
	3" Floor North of roof 4	Membrane roof	Membrane under concrete fill	Deteriorated beyond repair	Replace roof	None	Maintain exterior envelope	None	High	(Roof 2 in 1999)	Conference Building (2" replacement)						
	3" Floor Promenade/roof 4	Membrane roof	Membrane under concrete fill	Deteriorated beyond repair	Replace	None	Maintain exterior envelope	None	High	2000-01	Conference Building (2" replacement)						
	DRP/roof 2	1-ply roof	Bulk up system	Temporary roof in good condition	Replace when required (within 10 years)	None	Maintain exterior envelope	None	Low								
	North balcony/roof 1	Concrete pavers	Bulk up system	Good at north, east and south temporary	Replace east and south roofs	None	Maintain exterior envelope	None	High	1999	Conference Building (2" replacement)						
Weatherproofing	Flashing	Stainless steel, dark	Same	Falling, delaminating	Repair, replace as required	None	Maintain exterior envelope	None	High	2000-01 at roofs	Conference Building						
	Sealants	Macadam	N/A	Falling, delaminating	Replace as required	None	Maintain exterior envelope	None	High	2000-01 at roofs	Conference Building						
	Coping stone flashing	6" wide copper strips	Same	Falling, delaminating	Remove coping, refinish wall	None	Maintain exterior envelope	None	High	2000-01 at roofs	Conference Building						
	Expansion joints	Sealant	Same	Falling, delaminating	Install new expansion joints, sealant	None	Maintain exterior envelope	None	High	2000-01 at roofs	Conference Building						
Exterior Walls	Coping	Curly marble	Same	Grasshopper lift, cracking at rail joints	Repair, replace, refinish, install anchors	None	Maintain exterior envelope	None	High	2000-01 at roofs	Conference Building						
	South/East	Plaster	Same	Cracking	Install control joints and ventilation	None	Maintain exterior envelope	None	High	2000-01 at roofs	Conference Building						
Cladding/West	Cladding/West	Limestone	Same	Spalling	Repair stone, fix leak source	None	Maintain exterior envelope	None	High	2000-01 at roofs	Conference Building						
	Cladding/North	Limestone	Same	Black stains at reams, spalled, stress cracks, missing anchors	Fix leak source; repair stone, replace corroded anchors	None	Maintain exterior envelope	None	High	2000-01 at roofs	Conference Building						
Cladding/East	Cladding/East	Limestone	Same	Water seeping near south	Fix leak source	None	Maintain exterior envelope	None	High	2000-01 at roofs	Conference Building						
	Cladding/East	Limestone	Same	Water seeping near south	Fix leak source	None	Maintain exterior envelope	None	High	2000-01 at roofs	Conference Building						

New York Office		Conference Building Appendix A									
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	Crisp Project	Non-Crisp Project
Interior Spaces	Elevator machine room ceiling	Brushed concrete	Same	Peeling coating	Apply new coating	None	Maintain exterior envelope	None	Medium	Conference Building	
	Curtain wall	Aluminum, glass	Same	Pinch, corroded, aluminum	Remove aluminum, repair or replace windows, etc. as required	None	Maintain exterior envelope	None	Medium	Conference Building	
	Curtain wall/ceiling	Aluminum, glass entrances	Same	Pinch corroded, sealants missing, taped joint	Repair or replace as required	None	Maintain exterior envelope	None	Medium	Conference Building	
	Curtain wall	Sealants	Same	Brittle, missing in places	Replace with compatible sealant	None	Maintain exterior envelope	None	High	Conference Building	
	1 st Basement/Floors	Carpet, VAT	Same	Carpet worn	Replace carpet	None	Maintain architectural finish	None	Medium	Conference Building	
	1 st Basement/Walls	Plaster, wood paneling, acoustical wood slatens	Same	Wood paneling at telephones marred	Refinish wood paneling	None	Maintain architectural finish	None	Medium	Conference Building	
	1 st Basement/Ceilings	Plaster, plaster panels	Same	Good	Replace ceilings	N/A	N/A	N/A	N/A	Conference Building	
	1 st Floor/Floors	Carpet, VAT, VCT	Same	Fair	Replace carpet	None	Maintain architectural finish	None	Low	Conference Building	
	1 st Floor/Walls	Plaster	Same	Good	Repair, repaint plaster	None	Maintain architectural finish	None	Low	Conference Building	
	1 st Floor/Ceilings	Plaster, metal panel	Same	Damaged, dull, non-reflective	Replace ceilings	None	Maintain architectural finish	None	Low	Conference Building	
	2 nd Floor/Floors	Carpet, VAT	Same	Fair	Replace carpet	None	Maintain architectural finish	None	Low	Conference Building	
	2 nd Floor/Walls	Plaster, curtain wall	Same	Water staining, damaged plaster, corroded curtain wall mullion	Repair, repaint plaster and mullion	None	Maintain architectural finish	None	High	Conference Building	
	2 nd Floor/Ceilings	Tinted plaster	Same	Fair	Replace ceilings	None	Maintain architectural finish	None	Low	Conference Building	
	3 rd Floor/Floor	VAT, carpet	Same	Fair, worn carpet in Grand Chambers	Replace carpet	None	Maintain architectural finish	None	Medium	Conference Building	
	3 rd Floor/Walls	Plaster, curtain wall	Same	Leaks at curtain wall, corroded mullions	Repair mullions	None	Maintain architectural finish	None	High	Conference Building	
	3 rd Floor/Ceilings	Tinted plaster, perforated metal panels	Same	Fair	Replace ceilings	None	Maintain architectural finish	None	High	Conference Building	
	4 th Floor/Floors	Carpet, Quarry tile	Same	Worn carpet	Replace carpet	None	Maintain architectural finish	None	High	Conference Building	
	4 th Floor/Walls	Plaster, ceramic tile, wood paneling and doors	Same	Wood doors and paneling damaged	Refinish doors and paneling	None	Maintain architectural finish	None	Medium	Conference Building	
	4 th Floor/Ceilings	Plaster, acoustical tile, metal pan	Same	Fair, some staining	Replace ceilings	None	Maintain architectural finish	None	Medium	Conference Building	
	Convector covers	Extruded aluminum grille	Same	Some paint damaged	Refinish	None	Maintain architectural finish	None	Low	Conference Building	
Cook Compliance	Elevator cabs	Plastic laminate walls, VAT	Same	Fair	See Vertical Transportation Recommendations	N/A	N/A	N/A	N/A	---	---
	Interior partitions	Metal partitions	Same	Configuration not coordinated with AC system	See Mechanical Recommendations	N/A	N/A	N/A	N/A	---	---
	Meeting spaces	Conference rooms	Same	Build 3 new 60-person rooms	See General Assembly/Report	N/A	N/A	N/A	N/A	---	---
	Multi-purpose hall and primary hall	None	N/A	Existing facilities not coordinated with other different meeting types	Build new multi-purpose and primary hall, provide Conference Building	None	Provide additional space for meeting, performance, etc.	None	Low	Conference Building	
One Aup & Partners	Fire protection	N/A	N/A	No sprinklers in 1 st Basement, 1 st through 4 th	See Fire Protection Recommendations	N/A	N/A	N/A	N/A	---	---

New York Office									
Conference Building Appendix A									
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status
Compliance	Fire separation	Separation from Secretariat/	Same	Floors	Recommendations	N/A	N/A	N/A	—
	Fire doors	Fire doors	Same	Inadequate fire separation	See Secretariat report	N/A	N/A	N/A	—
Handicapped Accessibility	Exits	Exit to 1 st Floor lobby	Same	Inadequate coverage	See Fire Protection Recommendations	N/A	Improve occupant safety	N/A	High
	Toilets	1 st floor and 3 rd Floor toilets	Same	Exits do not go directly to grade	Provide exit passageway with 2-hour enclosure	None	Improved occupant comfort	None	High
	Door hardware	Miscellaneous	Same	Perceived as inadequate in number	Install additional ADA compliant toilets	None	Improve accessibility	None	Low
	Toilets/1 st Floor	Miscellaneous	Same	Inaccessible	Install lever-handle hardware, improve maneuverability	None	Improve accessibility	None	Medium
	Public telephones	Coin-operated	Same	Inaccessible	Install accessible phones, add phones	None	Improve accessibility	None	Low
	Door openings	Varied	Same	Numerous doors with less than 32" clear	Widen doors, including one door to provide 36" clear, provide 18" reach side clearance	None	Improve accessibility	None	Low
	Signage	N/A	N/A	Inadequate signage to accessible facilities	Install a full signage program	None	Improve accessibility	None	Low
	Drinking fountains	Varied	Same	Too high	See Plumbing Recommendations	N/A	N/A	N/A	—
	Counters	Miscellaneous	Same	Too high	Lower portions of all counters to 36"	None	Improve accessibility	None	Low
	Access from Secretariat	2 nd and 4 th Floor stairs	Same	Not accessible by wheelchair	Install wheelchair lifts	None	Improve accessibility	None	Low
2. STRUCTURAL	Stair rails	Varied	Same	No handrail extensions	Install hand rail extensions	None	Improve accessibility	None	Low
	Fire alarms	N/A	N/A	No audio/visual devices	See Electrical Recommendations	N/A	N/A	N/A	—
	Speaker podiums	Accessed by stairs	Same	Not wheelchair accessible	Install lift	None	Improve accessibility	None	Low
	Elevator controls	Half buttons, cab buttons	Same	Not accessible	See Vertical Transportation Recommendations	N/A	N/A	N/A	—
	Conference Rooms/Council Chambers	N/A	N/A	No dedicated wheelchair zones	Install dedicated wheelchair zones with assisted seating devices	None	Improve accessibility	None	Low
	Coat racks	Varied	Same	Too high	Provide some coat racks at 54" high	None	Improve accessibility	None	Low
	Foundations	Reinforced concrete footings & walls	Same	Good	Continue inspection for signs of material & test engineering properties	None	Verify condition and structural capacity	None	Low
	Conference Building								Conference Building

New York Office Conference Building Appendix A

System	Location/Item	Existing Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	Cmp Project	Non-Cmp Project
Fire Alarms	Lighting controls	N/A	No occupancy sensors	Install occupancy sensors	None	Reduce energy usage	None	Low	Building	Conference Building
		N/A	Minimal lighting controls	Provide a lighting control system in conference rooms	None	Improve room adaptability	None	Low	Building	Conference Building
	Fire alarm system	N/A	Not accessible, not addressable, limited coverage, no sprinkler coverage, not integrated with HVAC	Install new fire alarm system	None	Reduce fire risk	None	High	Conference Building	Conference Building
Lighting Protection	Lighting Protection	N/A	No lighting protection	Extend new Structured lighting protection system to Conference Building	None	Protect structure	None	Low	Conference Building	Conference Building
5 PLUMBING										
Water Supply	Water service piping	Water piping	Same	Replace water service piping, install water meter type	None	Maintain system reliability	None	High	Conference Building	Conference Building
Water service piping	Water service piping	N/A	No backflow prevention device	Install backflow prevention device	None	Prevent contamination of water supply	None	Medium	Conference Building	Conference Building
Water supply to mechanical equipment and irrigation	Water supply to mechanical equipment and irrigation	N/A	No backflow prevention device	Install backflow prevention device	None	Prevent contamination of water supply	None	Medium	Conference Building	Conference Building
Toilet fixtures, drinking fountains	Toilet fixtures, drinking fountains	Varied	Not accessible, not water efficient	Install accessible fixtures and fountains	None	Improve accessibility, reduce water usage	None	Low	Conference Building	Conference Building
Water storage tanks	Water storage tanks	Pumps	Fair. Near end of life expectancy of 20 years.	Install new pumps with piping, valves, controls, etc	None	Maintain system reliability	None	Medium	Conference Building	Conference Building
Storm Drainage	Drainage piping, roof drains	Varied	Near end of life expectancy of 20 years	Replace piping as determined by inspection	None	Maintain system reliability	None	Medium	Conference Building	Conference Building
Sanitary Drainage System	Drainage piping	Varied	Some dripping, understated floor slope	Replace understated, poorly sloped piping	None	Maintain system reliability	None	High	Conference Building	Conference Building
Grease Interceptors	Grease interceptors	Same	Old and inefficient, inadequate emergency signage	Replace with new code compliant interceptors, maintain properly	None	Maintain system reliability	None	High	Conference Building	Conference Building
Gas Supply	Kitchen exhaust vents, kitchen supply	Varied	Inadequate emergency signage	Install proper signage at gas vent, install emergency signage to 1B exterior wall, and cooking equipment	None	Reduce fire risk	None	High	Conference Building	Conference Building
6 FIRE PROTECTION										
Sprinklers	Sprinklers ² /floor	N/A	Fair	Replace piping, valves and hangers	None	Maintain system reliability	None	Medium	Conference Building	Conference Building
Standpipes	Standpipes	N/A	Fair. Meeting end of life expectancy	Replace as determined by testing	None	Maintain system reliability	None	Medium	Conference Building	Conference Building
Control valves	Control valves	Varied	Not secured	Install locks and chains or supervisory switches	None	Maintain system reliability	None	High	Conference Building	Conference Building
Fire hoses	Fire hoses	N/A	Does not provide full coverage	Install longer hoses to meet full coverage	None	Reduce fire risk	None	High	Conference Building	Conference Building
Fire extinguishers	Fire extinguishers	N/A	Installed greater than 75 feet apart	Install additional fire extinguishers	None	Reduce fire risk	None	High	Conference Building	Conference Building

System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	Corp Project	Non-Corp Project
7 VERTICAL TRANSPORTATION											
Ride Quality	Passenger elevators	2" - 3,000 lbs. 16 person	Same	Good	Exceeds life expectancy	None	Replace with fully automatic elevators	None	Medium	Conference Building	
	Delegates Dining Room	N/A	N/A	See General Assembly report	See General Assembly report	N/A	See General Assembly report	N/A	N/A	Conference Building	
	Escalator	Escalator	Same	Far	Reliable	None	Reliable	None	N/A	—	
Life Support	Automatic recall	N/A	N/A	No automatic recall of elevators	Interface elevators with new alarm system for automatic	None	Maintain system ready	N/A	Low	Conference Building	
Energy Consumption	Remote monitoring	N/A	N/A	No remote monitoring or control	Install set monitoring and remote monitoring	None	Improve safety and reduce energy consumption	None	Medium	Conference Building	
8 COMMUNICATIONS & TECHNOLOGY ASSESSMENT											
Infrastructure	Cabling to recording equipment, printer, fax, etc.	Varied	Same	Does not support digital	Replace with single	None	Anticipate emerging technologies	None	High	Conference Building	
	Router & Riser	Varied	Same	Does not support digital	Replace with single	None	Anticipate emerging technologies	None	High	Conference Building	
	Switching	Analog, custom made	Same	Not capable of supporting	Replace with digital systems	None	Relocate entire system	None	High	Conference Building	
	Telephone, data	Category 3, 4 star optic, proprietary, etc	N/A	Major upgrade of supporting digital technology	Install Cat. 3, 4 and fiber optic cabling infrastructure	None	Anticipate emerging technology	None	High	Conference Building	
9 CONTROLS											
See Scorecard Report											
10 ENVIRONMENTAL											
No-Hazardous Material	Storage Cabinets	N/A	N/A	Some storage unsecured	Provide lockable storage cabinets	None	Prevent accidental spills	None	Low	Operating budget	
Air Quality	Mechanical system	Asbestos	Same	Damaged in some areas	Asbestos damaged asbestos insulation	None	Prevent air contamination	None	High	Conference Building	
	Insulation in booths	Diffusers	Same	Consistent of noise, blocked area, no smoking adjacent entry booths	See Mechanical	None	Staff comfort	None	High	—	
Asbestos Abatement	Asbestos plaster, asbestos cement, regulation, floor tile	Asbestos containing	Same	Non-friable	Remove all ACM	None	Prevent staff exposure to ACM	None	High	Conference Building	
	Drinking Water	Water quality	N/A	Slightly high turbidity level	Increase testing frequency; install filters to reduce turbidity	1. For budget reasons UN may consider installing non-friable ACM which will not be disturbing during construction	1. Reduces staff exposure to friable ACM, asbestos and asbestos containing ACM	1. Future activities may cause disturbance of asbestos or asbestos containing ACM	High	Operating budget	
Known Contaminants	Part	Lead containing	Same	Lead containing paint may be disturbed during construction	Lead based as required during construction	None	Prevent lead contamination	None	High	Conference Building	

GENERAL ASSEMBLY - APPENDIX A: TABULATED DATA									
New York Office									
General Assembly Appendix A									
PRIORITY LEGEND:									
High: Items which have exceeded planned life expectancy or pose a safety risk.									
Medium: Items which will reach design life by 2010 and are functional.									
Low: Items which will reach design life after 2010, are functional and in good condition or posing a minor operational problem or risk. Note that some Low Priority items will be done at the same time as high or medium priority items to minimize disruption and construction phasing premiums.									
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status
CMP Project									
Non-CMP Project									
1 ARCHITECTURAL									
Site	West Parking ramp	Concrete	Same	Spalling	Replace paving, waterproofing	None	Maintain water tightness	None	Rating done
Roofs	GIA/Roofing	2 ply modified bitumen	Built up tar	Poor	Replace roof to slab	None	Maintain water tightness	None	General Assembly (2" replacement) 2000-01
	"Nech" roof	Built up roof	Same	Poor	Replace roof	None	Maintain water tightness	None	General Assembly 2000-01
	Drainage troughs	Coated metal w/ rubberized coating	Not determined	Poor	Replace metal, add additional drains	None	Maintain water tightness	None	General Assembly (2" replacement) 2000-01
	Reinforced concrete deck	Concrete	Same	Not determined	Examine during re-roofing, repair as required	None	Maintain water tightness	None	General Assembly (2" replacement) 2000-01
	Railing pitch pockets	Tamped pockets	Same	Poor	Replace w/ modified anchorage	None	Maintain water tightness	None	General Assembly (2" replacement) 2000-01
	Access stair nosings	Metal nosings	Same	Loose, trip hazard	Replace	None	Staff safety	None	General Assembly (2" replacement) 2000-01
	Access vent grating	Metal grating	Same	Excessive gaps, some corrosion, loose	Install supplemental grating, replace loose grating	None	Staff safety	None	General Assembly (2" replacement) 2000-01
	Roof drains	Metal single stage	Same	Adequate, strainers missing	Replace w/ drains compatible w/ new roof system	None	Maintain water tightness	None	General Assembly (2" replacement) 2000-01
	Drum coating on metal roof	Coating	Not determined	Non-uniform	Recoat to uniform appearance	None	Restore architectural appearance	None	General Assembly (2" replacement) 2000-01
	Coping stone	Stone	Same	Design allows leak to interior	Remove stones, flash & reseal coping	None	Maintain water tightness	None	General Assembly (2" replacement) 2000-01
Waterproofing	Sealants at roof	Vented	Not determined	Poor	Replace all sealants	None	Maintain water tightness	None	General Assembly (2" replacement) 2000-01
	East & West Headers	Limestone	Same	Staining throughout	Clean	None	Restore architectural appearance	None	General Assembly 2000-01
		Limestone	Same	Some discoloration due to anchorage	Selectively remove stones to determine condition and repair as required	None	Maintain integrity of facade	None	General Assembly 2000-01
	East facade at North	Limestone panels	Same	Discolored, probably due to anchorage	Remove and repair as required	None	Maintain integrity of facade	None	General Assembly 2000-01
		Vertical expansion joints at corners	Same	Discoloration evident	Replace sealants	None	Maintain water tightness	None	General Assembly 2000-01
		Limestone/Backup interface	Same	No weeps or ventilation space	Introduce weeps at base	None	Maintain water tightness	None	General Assembly 2000-01
	Copings	Marble copings	Same	Green staining indicating excessive moisture	Remove, flash and replace	None	Maintain water tightness	None	General Assembly 2000-01
	South soffit	Limestone	Same	Efflorescence in some areas	Remove stones repair substrate damage	None	Restore architectural appearance	None	General Assembly 2000-01
	North glazed wall	Snip on metal trim	Same	Leaks evident, some corrosion noted	Remove, repair or replace as required	None	Maintain water tightness	None	General Assembly 2000-01
		Grating compound	Not determined	Sealant failures evident	Replace with compatible sealant	None	Maintain water tightness	None	General Assembly 2000-01
Exterior Walls		Structural joints	Same	Corrosion observed	Uncover, repair as required	None	Maintain structural integrity of wall	None	General Assembly 2000-01

System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	Cmp Project	Non-Cmp Project
1	ARCHITECTURAL, cont'd	Metal tile	Same	Condition observed	Replace with stainless steel tile	None	Maintain structural integrity of wall	None	Medium	General Assembly	
			None	Good, but could be causing excessive thermal stresses	Remove film	None	Maintain glass integrity	None	Medium	General Assembly	
Interior Spaces	South glazed wall	Tinted film	None	Good, but could be causing excessive thermal stresses	Remove film	None	Maintain glass integrity	None	Medium	General Assembly	
	East glazed door	Glazed wall	Same	Some leakage	Perform field water testing and repair as required	None	Maintain water tightness	None	Medium	General Assembly	
		Glazed sliding door	Same	Air leakage evident	Install weather stripping	None	Maintain air tightness	None	Low	General Assembly	
	1B/Floors/Public area, commons	VAT and VAT	Same	Good	None	N/A	N/A	N/A	N/A	---	
	1B/Floors/auditorium	Carpet	Not determined	Good to poor	Replace in 2005	None	Retain architectural finish	None	Medium	General Assembly	
	1B/Floors/auditorium, Room 4	Carpet	Not determined	Good to fair	Replace in 2008	None	Retain architectural finish	None	Low	General Assembly	
	1B/Floors/Conference room CB	VAT	Same	Leak damage	Replace, repair	None	Retain architectural finish	None	Medium	General Assembly	
	1B/Floors / Conference Rm 5-8	Carpet	Not determined	Good	Replace in 2008	None	Retain architectural finish	None	Low	General Assembly	
	1B/Floors/transition booth commons	Carpeting	Not determined	Fair to poor	Replace	None	Retain architectural finish	None	High	General Assembly	
	1B/Booths	Plaster, metal partitions	Same	Some damage to walls	Repair and repaint	None	Retain architectural finish	None	Low	General Assembly	
	1B/Booths/public area, commons	Textured plaster	Same	Good	See Environmental recommendations	N/A	N/A	N/A	N/A	---	
	1B/Booths/offices, south, commons	Perforated metal	Same	Fair to poor	Replace damaged panels; repair damaged panels for sprinkler installation	None	Retain architectural finish	None	Low	General Assembly	
	1 st Floor/Booths	Terrazzo	Same	Good, some minor damage and cracking	Repair, level heaved areas	None	Retain architectural finish	None	Low	General Assembly	
	1 st Floor/Booths at delegate's entry	Carpeting	Not determined	Good	Replace in 2008	None	Retain architectural finish	None	Low	General Assembly	
	1 st Floor/office flooring	Carpeting	Not determined	Good to fair	Replace in 2005	None	Retain architectural finish	None	Medium	General Assembly	
	1 st Floor/walls	Plaster, wood panels at south entrance	Same	Some minor damage to south entrance	Restore finishes	None	Retain architectural finish	None	Low	General Assembly	
	1 st Floor/walls, counters	Metal, maple wood	Same	Some minor damage to interior	Restore finishes	None	Retain architectural finish	None	Low	General Assembly	
	1 st Floor/corridors, west offices	Plaster	Same	Water damage	Repair leak, replace damaged ceiling, replace water-damaged for sprinkler installation	None	Retain architectural finish	None	Low	General Assembly	
1 st Floor/Booths at exterior stair exits		Metal	Same	Poor, rusted frames	Replace doors and frames	None	Retain architectural finish	None	Medium	General Assembly	
	2 nd Floor/Booths	Carpeting, terrazzo	Not determined	Fair to poor	Replace worn carpeting	None	Retain architectural finish	None	High	General Assembly	
	2 nd Floor/walls	Plaster, painted metal panels	Same	Plaster/fil, some damage to metal panel finishes	Repair minor plaster and metal damage, refinish	None	Retain architectural finish	None	Low	General Assembly	

General Assembly Appendix A												
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	Comp Project	Non-Comp Project	
1 ARCHITECTURAL, cont'd	2 nd Floor/Ceilings	Plaster	Same	Low light levels	Replace where required for sprinkler installation, see Electrical recommendations	NA	NA	NA	N/A			
	2 nd Floors/Floors	VAT, carpeting, ceramic tile	Same	Carpeting worn	Replace carpet	None	Retain architectural finish	None	High	General Assembly		
	3 rd Floors/Walls	Plaster, metal	Same	Fair, some damage to finishes	Restore finishes	None	Retain architectural finish	None	Low	General Assembly		
	3 rd Floor/Ceilings	Plaster	Same	Some dirt and water staining	Repair, repaint, replace where required for sprinkler installation	None	Retain architectural finish	None	Low	General Assembly		
	3 rd Floors/Floors	Metal pan, plaster walls & ceilings	Same	Damaged plaster	Repair, repaint	None	Retain architectural finish	None	Low	General Assembly		
	Smoke tower	Brick on steel	Same	Concrete fireproofing spalled, some leaks noted	Repair fireproofing, fix leaks	None	Retain structural integrity	None	Low	General Assembly		
	4 th Floors/Floors	Carpet	Same	Poor	Replace	None	Retain architectural finish	None	High	General Assembly		
	4 th Floors/Walls	Metal plaster, wood	Same	Damaged finishes at ceiling/wall joint, some water work noted, some cracks, wood panel finish worn	Repair, repaint, restore wood finish	None	Retain architectural finish	None	Low	General Assembly		
	4 th Floor/Balcony railing	Wood	Same	Loose	Tighten	None	Staff safety	None	High	General Assembly		
	4 th Floor/Ceilings	Metal panel tiles	Same	Missing tiles, some stained	Replace missing tiles, clean, replace where required for sprinkler installation	None	Retain architectural finish	None	Low	General Assembly		
	4 th Floor/Walls	Metal pan, plaster walls and ceiling	Same	Water damage significant	Repair damage, repaint	None	Retain architectural finish	None	Medium	General Assembly		
	4 th Floor/Walls	Conduits covering	Not determined	Worn, torn	Re-upholster	None	Retain architectural finish	None	Medium	General Assembly		
	Code Compliance	Fire separation at lobbies	Same	Not rated	Install rated doors or sprinklers	None	Occupant safety	None	High	General Assembly		
	1 st Basement/Lobby	Fire protection	Same	No sprinklers	Install sprinklers. See Fire Protection recommendation	N/A	N/A	N/A	N/A	General Assembly		
	Quantity of toilets at 1 st Basement & 2 nd floor	NA	NA	Insufficient number of toilets	Install additional toilets	None	Occupant convenience	None	Low	General Assembly		
	Handicapped Access	Signage	None	Insufficient signage	Install fully compliant signage for accessible routes and facilities	None	Improve access	None	Low	General Assembly		
	Fire alarms	Fire alarms	Not determined	Not visual	See Electrical recommendation	N/A	N/A	N/A	N/A	N/A		
	Door openings	Varied	Same	Some doors less than 32" wide	Install new door w/ opening greater than 32"	None	Improve access	None	Low	General Assembly		
	Door hardware	Varied	Same	Many doors have round knobs, knob clearance less than 18"	Install lever handles and with knob clearance at least 18"	None	Improve access	None	Low	General Assembly		
	Toilets	Furniture, stalls	Same	Non-accessible stalls, knee heights	Make toilets accessible to extent feasible	None	Improve access	None	Medium	General Assembly		

Over App & Patients

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System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	Cmp Project	Non-Cmp Project
1 ARCHITECTURAL, cont'd											
Public Spaces	Con. phones	Same	Same	Too high, no volume control	Install accessible phones	None	Improve access	None	Medium	General Assembly	
	Drinking fountains	Miscellaneous	Not determined	Some are too high, no hi. to spout	See Plumbing recommendations	N/A	N/A	N/A	N/A	—	
	Elevators	Varied	Same	Signage and controls inaccessible	Install compliant controls and signage. See Vertical recommendations	None	Improve access	None	Low	General Assembly	
	Double doors	Varied	Same	Some double doors have less than 32" leaves	Install doors with at least one 32" wide leaf	1. Provide staff to assist handicapped	Improve access	None	Low		Operating Budget
	Counters, display shelves, slabs	Varied	Same	Many counters and shelves too high, aisles too narrow	Install sections of counters to be a maximum of 36" high, lower shelves, widen aisles	None	Improve access	None	Low	General Assembly	
	Monumental stairs	Varied	Same	Non-compliant treads, risers, etc.	Add signage to accessible stairs	None	Improve access	None	Low	General Assembly	
	S stair rails	Varied	Same	Handrails not extended	Add rail extensions	None	Improve access	None	Low	General Assembly	
	Ramps	Varied	Same	Handrails not compliant, slippery surfaces	Add compliant handrails and non-slip surface	None	Improve access	None	Low	General Assembly	
	Escalators, podium, projection booths	Varied	Same	Not accessible	Install ramp for wheelchair access	1. Add ramps	Improve access with minimal infrastructure	None	Medium	General Assembly	
	Flood seating	Varied	Same	Not accessible	Add designated wheelchair zone, make seating compliant w/ seating	None	Improve access	Costly	Low	General Assembly	
Café racks	Interpretation booths	Varied	Same	Too high	Provides 54" high racks	None	Improve access	None	Low	General Assembly	
	Simultaneous interpretation booths	Varied	Same	Not accessible, corridors too narrow, stair access only	Provides work position on floor level, if structurally feasible	None	Improve access	None	Low	General Assembly	
	Vending machines	Varied	N/A	Operating devices too high	Install compliant equipment	2. Build remote interpretation scale	1. Can be used for other general purposes	1. None		General Assembly	
	Main entry doors	Swing doors	Same	Too hard to open	Install automatic opener or improve opening force	None	Improve access	None	Low	General Assembly	Operating Budget
	Double doors	Varied	Same	Some sets have less than 48" between	Add power assist openers	None	Improve access	None	Low	General Assembly	

General Assembly Agenda A									
New York Office									
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status
									Comp. Project
									Non-Comp. Project
4 ELECTRICAL, cont'd									
Emergency/stand by Power	Pantheons	Five type	Same	Five type is not a current design	Replace with circuit breakers	None	Improve system reliability	None	Low
	Emergency generator	Distal generator	Same	Poorly maintained, insufficient capacity	See Secretariat report	N/A	N/A	N/A	NA
	Artificial Lighting	General lighting	Incandescent	Insufficient light levels	Install T8 lamps and electronic ballast	None	Energy efficiency, occupant safety	None	Medium
	Exit lighting	Varied	Not determined	Insufficient light levels	Replace existing and supplement as required	None	Occupant safety	None	Medium
	Architectural lighting	Incandescent, compact fluorescent	Same	Inefficient incandescent lamps	Replace with par lamps	None	Reduce energy consumption	None	Medium
	Lighting controls	Local switches	Same	Manually controlled	Replace with central system	None	Occupant safety	None	Medium
	Fire Alarm Systems	Limited fire alarm system	Not determined	Insufficient, obsolete, not code compliant	Replace with code compliant system	None	Occupant safety	None	High
	Lighting Protection System	None	None	No lightning protection	Install lightning protection system as part of new Secretariat system	None	Protect structure	None	Low
									General Assembly
									General Assembly
5 PLUMBING									
Domestic Water	Incoming service	Shim NYC main installed at basement	Same	Good, leak backflow prevention	Install backflow prevention	None	Prevents contamination of City supplies	None	Medium
	Distribution	Copper piping	Same	Fire exceeds life expectancy	Replace & replace as determined by test	None	Maintains system reliability	None	Medium
	Toilet Fixtures	Varies	Same	Does not comply with water conservation & ADA requirements	Install new fixtures & accessories	None	Reduce usage, improve accessibility	None	Medium
	Drinking Fountains	Varies	NA	Some do not comply with ADA requirements	Replace with hi-lo fountains	None	Improve Accessibility	None	Medium
	Storm Drainage	Drain lines	Galvanized	Some corrosion, exceeds life expectancy	Replace storm system, provide dedicated house sewer	None	Maintains system reliability	None	Medium
	Drains	Drains	Varies	Some damage, exceeds life expectancy	Replace	None	Maintains system reliability	None	Medium
	Sanitary System	Drains & vent lines	Cast iron	Good, exceeds life expectancy	Repair & replace as determined by test	None	Maintains system reliability	None	Medium
	Floor drains	Varies	Same	Good, exceeds life expectancy	Repair & replace as determined by test	None	Maintains system reliability	None	Medium
									General Assembly
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General Assembly Appendix A											
New York Office											
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	Cmp Project	Non-Cmp Project
6 FIRE PROTECTION											
Sprinkler	Distribution	Steel piping	Same	Good, exceeds life expectancy	Repair & replace as determined by test	None	Maintains system reliability	None	Medium	General Assembly	
	Main	Wires	Same	Good, exceeds life expectancy	Repair & replace as determined by test	None	Maintains system reliability	None	Medium	General Assembly	
	IB & 1" Dia 4" Floor	N/A	N/A	Not fully protected by sprinkler system	Extend existing system and install additional sprinklers	None	Provides automatic means of extinguishing fire	Some ceilings may have to be lowered	Medium	General Assembly	
	Sanctuary	Corbion	Same	Good, exceeds life expectancy	Repair & replace as determined by test	None	Maintains system reliability	None	Medium	General Assembly	
Fire Extinguishers	Fire extinguishers	Hand operated extinguishers	Same	Placement and coverage insufficient	Provide extinguishers at proper spacing	None	Provides local means of extinguishing a fire	None	Medium	General Assembly	
7 VERTICAL TRANSPORTATION											
Ride Quality & Operations	Elevators	6-2500lb passenger elevators	Same	Satisfactory but dated and not ADA compliant	Replace 4 elevators, all north, south & 4 north	None	Maintain reliability	None	Low	General Assembly	
Life Support Systems	Elevators	1-1,000lb freight elevator	Same	Exceeded design life	Replace freight elevator	None	Maintain reliability	None	Medium	General Assembly	
	Elevator energy management system	None	None	No central monitoring or control	Connect elevators to central energy management system	None	Improve energy efficiency	None	Low	General Assembly	
	Escalators	3 Escalator runs	Same	Satisfactory	Refurbish	None	Maintain operation	None	Low	General Assembly	
	Elevator recall	None	Same	No interlocks with fire alarm systems	Tie elevators to central fire alarm systems	None	Improve life safety	None	High	General Assembly	
8 COMMUNICATIONS & TECHNOLOGY ASSESSMENT											
Infrastructure: rooms, routes & interconnections	Data, broadcast & telephone infrastructures	Separate infrastructures	Same	Inefficient and outdated technologies	Install single integrated infrastructure with new technology closets	None	Anticipate developing technologies	None	Medium	General Assembly	
Cabling Systems	ITSD/Broadcast	General facilities	N/A	Inefficient equipment and facilities	Build addition to GA to house new ITSD/Broadcast center	None	Will allow "walkover", improve security	None	High	General Assembly	
	Broadcast facilities	Physical facilities and technology	N/A	Inefficient equipment and facilities	Develop program and install new equipment, more efficient ITSD/Broadcast Suite	None	Better working environment, more efficient operations	None	High	General Assembly	
	Backup	None	None	No system redundancy for ITSD	Install backup facility in UNITAR	None	Improve system reliability	None	High	General Assembly	
	ITSD/Broadcast facility	Varied	Same	Other cabling abandoned, proprietary cabling	Install Cat 3.5 and fiber optic cabling	None	Improve efficiency performance	None	Medium	General Assembly	
Telephone Systems	Telephone system	Varied	Same	See Secretariat report	See Secretariat report	N/A	N/A	N/A	N/A	---	
Data Communications Systems	LANs & WANS	Varied	Same	See Secretariat report	See Secretariat report	N/A	N/A	N/A	N/A	---	
Infrastructure: rooms, routes & interconnections	In GA Hall, Conference Rooms 4-9	Varied	Same with some updated	Most are analog	Upgrade to digital systems	None	Improve system efficiency	None	Medium	General Assembly	1999 (C7146) Security 2000? (C74)

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New York Office										General Assembly Appendix A	
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	One Project	Non-Cong Project
9 CONTROLS											
Building Management Systems	VAV/AC lighting controls	Local controls	Same	Control system environments difficult	See Secretariat report	N/A	N/A	N/A	N/A		
10 ENVIRONMENTAL ASSESSMENT											
Non-Hazardous Chemical Storage	Cleaning closets	Varied	Not determined	Non-lockable storage	Install lockable cabinets	None	Enhance safety	None	Low		
Asbestos Abatement	AHU 402-1 & 2, 402-6	AHUs	Same	AHU 402-1 & 2 not covered in air intake	Verify AHU are operating, clean AHU coils, replace filters	None	Improve air quality	None	High	General Assembly	
	Air temperature	N/A	N/A	Elevated temperatures	Improve hvac controls to guarantee acceptable temperatures	None	Occupant control	None	High	General Assembly	
	Asbestos containing varied localities	Asbestos	Same	Numerous areas of non-fibrous asbestos	Remove all ACM in building.	None	Occupant safety	None	Medium	General Assembly	
<p>1. For local responsibility may require additional work of retaining ACM.</p> <p>1. Reduces staff exposure to asbestos.</p> <p>1. For local responsibility may require additional work of retaining ACM.</p>											
Air Quality	AHU insulation	Asbestos	Same	Damaged insulation	See Mechanical section	N/A	Occupant safety	N/A	N/A	---	---
Fuel Oil Storage	Generator fuel storage	Generator belly tanks	Same	Insufficient capacity not vented to outside	Vent to outside	None	Occupant safety	None	High	---	---
Drinking Water	Potable water	Water supply quality	Some systems replaced	Good	None	N/A	N/A	N/A	N/A	General Assembly	
Contaminants	Paint	Lead paint	Same	Non-fibrous	Abate if disturbed by construction	None	Occupant safety	None	Low	General Assembly	

APPENDIX A: KEY MAPS AND TABULATED DATA

Note: The maps that follow note locations of art pieces for informational purposes only. Assessment of art pieces is outside the scope of the LTCP.

LANDSCAPE ASSESSMENT: NORTH EAST

MAP #	KEY #	IDM	EXISTING MATERIAL	ORIGINAL MATERIAL	CURRENT CONDITION	RECOMMENDATIONS	ADVANTAGES	DISADVANTAGES	PRIORITY
1. FENCES									
INE	FEN-02	Perimeter fence at northeast corner of site	Painted iron fence on stone curb	same	Vulnerable section of fence at transition from perimeter fence to esplanade rail; SW of section has been removed for FDOT ramp construction.	Replace missing fence, reconfigure perimeter fence and esplanade rail to eliminate vulnerable opening.	Improved security, aesthetic	Cost	High
INE	FEN-03	Fence at playground & NW path to 3-5' Steel picket fence on concrete curb	same	same	Fall to good; some rusting where fencepost meets concrete, not adequate to keep playground secure.	Restore, remove or replace with 6" CT fence; see comments on playground in written report.	Improved amenity, aesthetic	Cost; security	High
INE	FEN-04	Perimeter fence	Painted iron fence on stone curb	same	Good; some rusting.	Repair and repaint.	Maintenance; aesthetic	Cost	Medium
INE	FEN-05	NE edge of lawn	Police barricades	NA	As expected. Temporary barricades permanently placed to keep vehicle and the lawn.	Replace with permanent barrier: bollards or fence, etc.	Aesthetic	Cost	Medium
INE	FEN-08	Esplanade rail	Formed metal parapet wall topped with metal posts and painted sea wood horizontal	same	Good; paint is peeling in several spots revealing leak underneath.	Repaint or strip to expose leak.	Less maintenance, aesthetic	Cost	Low
2. PAVING									
INE	PAV-02	Path at Rosecat memorial	Asphalt paving	same	East path uneven and pocked; portion of west path resurfaced.	Resurface entire path.	Safety; aesthetic	Cost	Medium
INE	PAV-03	Playground	Asphalt paving	same	Very good; paving is sound but playground is discolored and an eyesore.	Restore or remove; see comments on playground in written report.	Improved amenity, aesthetic	Cost; security	High
INE	PAV-04	NW path to playground/ North path	Asphalt paving	same	Good to fair; asphalt is cracked in places.	Resurface.	Safety; aesthetic; see also test on playground.	Cost	Low
INE	PAV-13	Esplanade paving	Poured concrete	same	Very good; recently replaced	None			
INE	PAV-14	Paving at East garden	Gravel paving	same	Good; edging, blue and brown stones gravel are used adjacent to one another.	Choose one gravel and use throughout.	Maintenance costs; aesthetic	Cost	Low
INE	PAV-15	Paving at East garden	Asphalt paving	same	Good to fair; many cracks and potholes; generally uneven. Potholes and ruts recently repaired.	Resurface where necessary.	Safety; maintenance	Cost	Medium
3. CURBS									
INE	CURB-01	Edging at North pathway	Steel	Timber	Fair to poor; seen in many places, some rusting.	Replace with timber edging.	Aesthetic	Cost	Low
INE	CURB-02	Edging at North pathway	Timber edge	same	Good; may be original timber edging.	None			
INE	CURB-08	Esplanade curbs	Poured concrete	same	Very good; recently replaced.	None			
INE	CURB-09	Edging at East garden	Timber edging	same	Fair to poor; seen in many places, poorly installed, timber is warped and cracking.	Reset or replace.	Reduce maintenance, aesthetic	Cost	High
INE	CURB-10	Edging at East garden	Steel edging	Timber	Fair; seen in some places, some rusting.	Replace with timber edging.	Aesthetic	Cost	Low
INE	CURB-11	Curbs at East garden paving beds	Poured concrete curbs	same	Good; probably original exposed aggregate concrete.	In long term may need to be replaced; concrete has limited life span.			
4. LIGHTING									
INE	LIGHT-01	Faillights throughout site	Aluminum poles with "Cobra head" luminaires. High pressure sodium lamps.	Aluminum poles with "Cobra head" luminaires. High pressure metal halide lamps.	Good; lamps provide adequate level of general illumination throughout site.	None			
INE	LIGHT-02	Floodlights at North end	Aluminum poles with multiple luminaires.	NA	Good	None			

APPENDIX A: KEY MAPS AND TABULATED DATA

Note: The maps that follow note locations of art pieces is outside the scope of the LTMAP.

LANDSCAPE ASSESSMENT: NORTH EAST

MAP #	KEY #	ITEM	EXISTING MATERIAL	ORIGINAL MATERIAL	CURRENT CONDITION	RECOMMENDATIONS	ADVANTAGES	DISADVANTAGES	PRIORITY
6. FURNITURE									
INE	FURN-01	Benches at throughout site	Timber on concrete base	same	Good to fair, some timber worn and splintering.	Replace worn timbers.	Safety, aesthetic	Cost	Low
INE	FURN-02	Trash receptacles throughout grounds (not on Podium)	Plastic with pebbled panels	not original	Good, but inappropriate design.	Replace w/ appropriate design.	Aesthetic	Cost	Low
INE	FURN-03	Playground benches	Timber on metal bases	Timber on concrete base	Timber on concrete base, various gaps on several benches	Refinish or replace timbers; see comments on playground in written test.	Aesthetic; long term maintenance	Cost	Low
7. DRAINS									
INE	DRA-02	Esplanade splash block	Slate set in lawn w/ 18" x 24" catch basin at base	same	Good	None			
8. MISC. STRUCTURES									
INE	STRUCT-03	Comfort station (exterior)	Concrete	same	Good; building is locked and not in service.	See text commentary on Playground.	See text commentary on Playground.	See text commentary on Playground.	
INE	STRUCT-04	Sand pit	Concrete	same	Good; filled with sand, but not used.	See text commentary on Playground.	See text commentary on Playground.	See text commentary on Playground.	
9. PLANT MATERIALS									
INE	PLANT-01	Ivy bed from behind Roosevelt Memorial to entrance to playground	Ivy and vines with a few azaleas, roses, hydrangeas and rhododendron	same; should be later addition	Good to fair, southwest corner of bed is extremely weedy; shrubs are in fair to poor condition and are too scattered and few to make much of an impact; moss and hydrangeas are too shaded.	Generally, more maintenance is required for weed control. Either remove shrubs altogether or replace with healthy native woodland shrubs.	If shrubs are removed, less maintenance. Landscapes are replaced; increased diversity of plant species may reduce less maintenance needed. Better appearance in either case.	If removed, loss of species diversity. If replaced cost.	Medium
INE	PLANT-02	North garden Ivy bed	Ivy and Dalibolia	same	Good	None	See text commentary on plant materials.	See text commentary on Low plant materials.	
INE	PLANT-04	North Lawn	Grass (on grade)	Grass (on grade)	Good overall green appearance; some irregularity in surface; weedy.	See text commentary on plant materials.	Aesthetic; maintenance	Cost	Medium
INE	PLANT-06	Hedge at Esplanade	Ligustrum vulgare	live canopy	Mostly good; new "patches", some of which are falling, most of which are shorter.	Replace dead patches with mature privet.	See text report.	See text report.	High
INE	PLANT-07	Long hedge	Cornus	same	See text report.	See text report.	Aesthetic; maintenance	Cost	Medium
INE	PLANT-09	Planting beds in east garden	Ivy and vines	same	Generally good; ivy and vines thriving, but many weeds and volunteers observed.	Generally, more maintenance is required for weed control.	Maintenance; aesthetic	Cost (low)	Low
INE	PLANT-16	Lawn at north end of esplanade and north section of east garden	Grass	same	Good; watered by automatic sprinkler; generally very good; although extremely weedy to west of vent in front of Roosevelt Memorial.	See text commentary for weed control.	See text commentary on plant materials.	See text commentary on High plant materials.	
INE	PLANT-17	Low wall esplanade and east garden	Grass	same	Good; however, areas are watered manually with overhead sprinklers and irrigation.	See text commentary on plant materials.	See text commentary on plant materials.	See text commentary on plant materials.	
INE	PLANT-18	Hedge at Roosevelt Memorial	Ligustrum vulgare	same	Good	None			
INE	PLANT-19	Shrubs at Roosevelt Memorial	Thuja x media	same	Good	None			

APPENDIX A: KEY MAPS AND TABULATED DATA

Note: The maps that follow note locations of art pieces for informational purposes only. Assessment of art pieces is outside the scope of the LTCLMP.

LANDSCAPE ASSESSMENT - NORTH WEST

MAP #	KEY #	ITEM	EXISTING MATERIAL	ORIGINAL MATERIAL	CURRENT CONDITION	RECOMMENDATIONS	ADVANTAGES	DISADVANTAGES	PRIORITY
1. FENCES									
2NW	FBN-04	Perimeter fence	Painted iron fence on stone curb	same	Good: some rattling	Repair and repaint.	Avoid further costly deterioration	Cost	Medium
2NW	FBN-05	47th Street Entry	Police barricades	NA	An eyestone. Temporary barricades are permanently in place. Others are stored on sidewalk for occasional deployment.	Replace with permanent bullet, bollards or bricks, etc.	See text on 47th Street Entry	See text on 47th Street Entry	Medium
2NW	FBN-06	Gates at vehicle entry	Painted iron fence	same	Good condition marked by rail of radlocks and chains; notes for periods are unused, in fact are jammed.	Clean and repair fill latches, enlarge holes for pistons & provide long chain locks.	See text on 47th Street Entry	See text on 47th Street Entry	Medium
2NW	FBN-07	Railing at light well	4'-0" Steel picket rail	NA	Good; paint is peeling.	Repaint	Avoid further costly deterioration	Cost	Medium
2NW	FBN-10	Gates at 48th Street garage entry	Painted iron gate and pier	same	Fair to good; gate and pier still in place during FOR ramp construction.	Store for duration of construction, then replace.	Avoid damage	Cost or removal and replacement	High
2NW	FBN-11	Fence at 48th Street retaining wall	Painted iron gate and pier	same	Fair to good; one section has been removed for access during FOR ramp construction.	Store for duration of construction, then replace.	Avoid damage	Cost or removal and replacement	High
2. WALLS									
2NW	WALL-02	East retaining wall at 48th Street garage entry	Granite faced wall w/ 15' x 5'-0" granite coping	same	Very poor: sections of wall and whole pieces of coping are displaced and cracked; condition will likely be aggravated by reconstruction of FOR ramp.	Determine cause; repair and replace stone facing.	Safety; long term maintenance	Cost	High
2NW	WALL-03	South retaining wall at 48th Street garage entry	Granite faced wall with 15' x 5'-0" granite coping	same	Fair to good; retaining wall appears sound, but 6 coping sections are displaced up to 5'.	Determine cause; repair and replace stone coping.	Safety; long term maintenance	Cost	High
3. PAVING									
2NW	PAV-04	NW path to playground/ North path	Asphalt paving	same	Good to fair; asphalt is cracked in places.	Resurface.	Safety; avoid further deterioration; see also text on Playground	Cost	Low
2NW	PAV-05	47th Street Entry north sidewalk	Blastone paving	same	Fair to poor; cracked and irregular with many tripping hazards.	Reset existing or replace with larger and thicker pavers.	See Appendix D	Cost	Medium
2NW	PAV-06	47th Street Entry	Asphalt paving	same	Fair to poor; pocked and patched many lines over.	Resurface.	Safety; aesthetic; see also text on 47th Street entry.	Cost	Medium
2NW	PAV-07	Curb cut at N side of 47th Street entry	Poured concrete	NA	Fair; crude concrete ramp, poorly fit into surrounding blastone, barely adequate.	Replace, preferably with blastone ramp.	Aesthetic	Cost	Low
2NW	PAV-08	Paving at Guard booth	Blastone on raised concrete slab	same	Fair; blastone is cracked.	Replace cracked pavers.	See text on 47th Street Entry and Appendix D	See text on 47th Street Entry	Low
2NW	PAV-09	East sidewalk at 47th Street entry	Blastone on concrete bed	same	Good	Over long term, if problems arise similar to other areas of blastone paving, replace with larger and thicker pavers.	See Appendix D	Cost	Low
2NW	PAV-10	South sidewalk at 47th Street entry	Blastone on concrete bed	same	Poor- badly cracked	Replace cracked pavers.	See Appendix D	Cost	Medium
2NW	PAV-11	N-S Path from Podium to 47th Street entry	Asphalt paving	same	Fair; some cracking, pocked.	Resurface	Safety, aesthetic	Cost	Low

APPENDIX A. KEY MAPS AND TABULATED DATA

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LANDSCAPE ASSESSMENT - NORTH WEST

MAP #	KEY #	ITEM	EXISTING MATERIAL	ORIGINAL MATERIAL	CURRENT CONDITION	RECOMMENDATIONS	ADVANTAGES	DISADVANTAGES	PRIORITY
2NW	PAV-12	H-cap ramp at Visitor's entry	Concrete ramp & curb w/ metal rails	NA	Good, but layout means rails protrude into N.S. path, creating tripping hazard. Handrails are non ADA compliant at 27" height.	Reassess to meet ADA guidelines and improve appearance.	Aesthetic; cost compliance	Cost	Medium
2NW	PAV-16	Curb and curb cut at SE corner of 47th Street	Newly constructed poured concrete h-cap ramp and adjacent steel faced curb	NA	Fair; curb concrete ramp poorly fit into surrounding bluestone.	Replace, preferably with bluestone ramp.	Aesthetic	Cost	Low
2NW	PAV-17	West sidewalk	Bluestone paving with mortar joints	same	Fair; some cracking and spalling, irregular settling.	Replace cracked pavers.	See Appendix D	Cost	Low
2NW	PAV-18	Curb cut at NE corner of 47th Street	Poured concrete h-cap ramp and adjacent granite curb	NA	Fair; concrete is crudely scored to match surrounding bluestone paving.	Replace, preferably with bluestone ramp.	Aesthetic	Cost	Low
2NW	PAV-19	Curb cut at SE corner of 47th Street	Poured concrete h-cap ramp and surrounding concrete patch	NA	Fair; large area of poured concrete is crudely scored to match surrounding bluestone paving.	Replace, preferably with bluestone ramp and pavers.	Aesthetic	Cost	Low
2NW	PAV-20	Paving at First Avenue Islands	Bluestone with mortar joints	same	Fair; many concrete patches scored to resemble bluestone.	Replace concrete patches with bluestone pavers.	Aesthetic	Cost	Low
2NW	PAV-21	Tree pits at First Ave. Islands	Granite cobblestones on sand bed	same	Good	None	Aesthetic	Cost	Low
4. CURBS									
2NW	CURB-01	Edging at North pathway	Steel	Timber	Fair to poor, seen in many places, some routing.	Replace with linear edging.	Aesthetic	Cost	Low
2NW	CURB-02	Edging at North pathway	Timber edge	same	Good; this appears to be original	None	Long term life cost; aesthetic safety	Cost	Medium
2NW	CURB-03	47th Street Entry	6" Concrete flush curb	same	Poor; cracked and sunken	Replace, preferably with granite		Cost	Medium
2NW	CURB-04	47th Street Entry	6" Granite curb	same	Good	None	Safety; aesthetic; see text on 47th Street entrance	Cost	Medium
2NW	CURB-05	Curb at Guard booth	6" Granite curb	same	Fair; some settlement	Reset	Safety; aesthetic; see text on 47th Street entrance	Cost	Medium
2NW	CURB-06	Curb at S sidewalk of 47th Street entry	6" Granite curb	same	Fair; some settlement	Reset	Safety; aesthetic; see text on 47th Street entrance	Cost	Medium
2NW	CURB-07	N.S. Path from Podium to 47th Street entry	6" Granite curb	same	Good	None		Cost	High
2NW	CURB-12	Curb at 48th Street garage entry	6" Granite curb	same	Poor; severely abraded and eroded, possibly from vehicular damage.	Replace with steel faced concrete or, preferably, new granite.	Safety	Cost	High
2NW	CURB-13	Curb at 48th Street boundary	Steel faced concrete	same	Good	None	Aesthetic; long term life costs	Cost	Medium
2NW	CURB-14	Curb at 47th Street entry	5" granite curb	same	Good to fair; curb cut made at 47th Street gates are lined with a variety of curb materials: 10" w/ 6" w/ granite, 6" w/ concrete.	Replace with a single uniform material, preferably granite.		Cost	Medium
2NW	CURB-15	Traffic divider at vehicle entry	5" solid granite	same	Good; some erosion at edges; unattractive yellow paint around perimeter.	Clean	Set text on 47th Street entrance	Cost	Low
2NW	CURB-16	Curb at First Ave. Islands	6" granite curb	same	Good	None	Aesthetic; maintenance	Cost	Medium
2NW	CURB-24	Raised curb at perimeter fence	12" granite curb	same	Good to fair; not stained in some places where fence meets curb.	Remove nail stains or replace where necessary		Cost	Medium

APPENDIX A. KEY MAPS AND TABULATED DATA

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LANDSCAPE ASSESSMENT - NORTH WEST

MAP #	KEY #	ITEM	EXISTING MATERIAL	ORIGINAL MATERIAL	CURRENT CONDITION	RECOMMENDATIONS	ADVANTAGES	DISADVANTAGES	PRIORITY
6. LIGHTING									
2NW	LIGHT-01	Pathlights throughout site	Aluminum poles with "Cobra head" luminaires. High pressure sodium lamps.	Aluminum poles with flared metal shades	Good. Lamp provides adequate level of general illumination throughout site.	None			
2NW	LIGHT-02	Floodlights at North end	Aluminum poles with multiple luminaires.	NA	Good	None			
6. FURNITURE									
2NW	FURN-01	Benches at North pathway	Timber on concrete base	same	Fair to good. Some timber worn and splintering.	Replace worn timbers	Sleek, aesthetic	Cost	Low
2NW	FURN-02	Trash receptacles throughout grounds (see map)	Plastic with pebbled panels	not original	Good, but inappropriate design.	Replace w/ appropriate design	Aesthetic	Cost	Low
7. DRAINS									
2NW	DRA-01	NW path to playground	18" x 24" storm drain	same	Plastic drain is set too high	Reset	Improved drainage	Cost	Medium
8. MISC. STRUCTURES									
2NW	STRUCT-01	Guard booth at Playground entry	Precast Aluminum structure on concrete slab	NA	Fair. steel based slab rusting, exterior steel, conduits, pedicels, chains etc. detract from appearance.	Repair slab, relocate conduit, replace bolts. Clean and replace panels on structure. See also Security Assessment in written report.	Aesthetic: Improved functioning. Security Assessment in written report.	See Security Assessment in written report	Low
2NW	STRUCT-02	Guard booth at 47th Street entry	Precast Aluminum structure on concrete slab	original?	Fair. exterior steel. Conduits, security camera, etc. detract from appearance. Noisy interior.	Repair or replace; see also Security Assessment in written report.	See Security Assessment in written report	See Security Assessment in written report	Medium
9. PLANT MATERIALS									
2NW	PLANT-02	North garden ivy bed	Ivy and Difficults	same	Good	None			
2NW	PLANT-03	Ivy bed at N/S path from Podium to 47th Street entry	Ivy and Difficults	same	Good	None			
2NW	PLANT-04	North Lawn	Grass (on structure)	Grass (on grade)	Good overall green appearance, some irregularity in surface; weedy	See last commentary on plant materials			
2NW	PLANT-05	Hedge at light well (north lawn)	Thuja occidentalis	NA	Good	None			

APPENDIX A. KEY MAPS AND TABULATED DATA

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LANDSCAPE ASSESSMENT - EAST

MAP #	KEY #	ITEM	EXISTING MATERIAL	ORIGINAL MATERIAL	CURRENT CONDITION	RECOMMENDATIONS	ADVANTAGES	DISADVANTAGES	PRIORITY
1. FENCES									
3E	FEN-14	Podium temporary barricades	Police barricades	N/A	Temporary barricades are currently in place along podium edge and around Day House. Temporary barriers prevent visitors from falling over the edge. An eystone.	End permanent solution add fence, elevate sidewalk, or eliminate.	Aesthetic; save labor of deploying and removing fencing	Cost; less flexibility	High
2. WALLS									
3E	WALL-01	North end of Podium	Stone clad brick wall	same	Good; brick is exposed at E and W ends of wall where grates fall away from stone facing.	None			
3. PAVING									
3E	PAV-13	Eplenade paving	Poured concrete	same	Very good; recently replaced.	None			
3E	PAV-14	Paving at East garden	Gravel paving	same	Good; eddy, blue and brownstone gravel are used adjacent to one another.	Choose one gravel and use throughout for uniform appearance.	Aesthetic; simpler maintenance	Cost	Medium
3E	PAV-15	Paving at East garden	Asphalt paving	same	Fair; some cracks and patches.	Resurface	Safety; maintenance	Cost	Medium
3E	PAV-24	Paving at Podium	Two toned poured concrete	same	Fair; some spalling and discoloration at joints; pooling of water; some staining in located area; minor joint opening.	Replace as necessary; appear drainage problem - likely needs grating.	Long term maintenance; aesthetic	Cost	Medium
3E	PAV-26	Paving in Rose garden	Blue stone gravel	same	Good; bluestone gravel used adjacent to brownstone gravel in east garden paths to the north; blending of two gravels at edge.	Choose one gravel and use throughout for uniform appearance.	Aesthetic; simpler maintenance	Cost	Medium
3E	PAV-48	Paving in Day Hammock/gold steps	Granite paving	same	Good; however, transition from concrete paving at Podium to granite paving at Flagpole and stairway is awkwardly configured.	Examine and reconfigure transition between two materials in the event that adjacent concrete paving is replaced or repaired.	Aesthetic	Cost	Low
4. CURBS									
3E	CURB-09	Edging at East garden	Timber edging	same	Fair to poor; seen in many places, poorly installed.	Reset or replace	Reduce maintenance; aesthetic	Cost	High
3E	CURB-10	Edging at East garden	Steel edging	Timber	Fair; seen in some places, some rusting	Replace with timber edging	Aesthetic	Cost	Low
3E	CURB-11	Curb at East garden; planting beds	Poured concrete curbs	same	Good; probably original exposed aggregate concrete.	In long term may need to be replaced; concrete has limited life span.	Maintenance; aesthetic	Cost	Low
3E	CURB-18	Coping at east edge of Podium	Limestone	same	Fair; or lacking at places	Replace expansion joints	Long term maintenance	Cost	Medium
5. LIGHTING									
3E	LIGHT-01	Falllights throughout site	Aluminum poles with "Cobra head" luminaires; High pressure sodium lamps.	Aluminum poles with "Cobra head" luminaires; High pressure metal halides	Good; lamps provide adequate level of general illumination throughout site.	None			

APPENDIX A: KEY MAPS AND TABULATED DATA

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LANDSCAPE ASSESSMENT - EAST

MAP #	KEY #	ITEM	EXISTING MATERIAL	ORIGINAL MATERIAL	CURRENT CONDITION	RECOMMENDATIONS	ADVANTAGES	DISADVANTAGES	PRIORITY
3E	LIGHT-03	Area lighting in planters	Aluminum "mushroom" shades; incandescent bulbs	same	Light fixtures are distinctive element of original design and are in good condition; however, light level is visually inadequate and is not uniform; light level from floodlights and height of surrounding hedge.	Lighting serves purely decorative function. A) Change shade to one that would not get hot (for example, perforated metal) or B) raise fixture or lower hedge or C) turn off light.	A) and B) Aesthetic; C) Energy savings	A) and B) Cost; C) Aesthetic	Low
3E	LIGHT-04	Flood lighting at Podium	Appleton "Xenonmaster" floodlight	NA	Good: floodlights wash north and west facades of GA. Building and provide bounced ambient light for adjacent sidewalk. Bad: floodlights are not uniform; one light was not working when we visited.	None; repair non-functioning light			
6. FURNITURE									
3E	FURN-02	Trash receptacles throughout grounds (not on Podium)	Plastic with imbedded panels	not original	Good, but inappropriate design	Replace w/ stylistically sympathetic metal	Aesthetic	Cost	Medium
3E	FURN-04	Boulders at north edge of Podium	Limestone (or concrete?)	same	Fall in place; 13 of 21 are badly spalled and cracked.	Replace; possibly with more resilient material such as concrete.	Prevent further deterioration; safety; aesthetic	Cost	High
3E	FURN-05	Planters at Podium	18" Limestone w/ 10" coping	same	Good; some minor cracks and joint failure	Regrout	Prevent further deterioration; aesthetic	Cost	Medium
3E	FURN-06	Benches at Podium	Timber on concrete base	same	Good: timber nearly replaced	None			
3E	FURN-07	Boulders at east edge of Podium.	Limestone (or concrete?)	same	Fair in good; 3 of 23 are badly spalled and cracked.	Replace; possibly with more resilient material such as concrete.	Prevent further deterioration; safety; aesthetic	Cost	High
7. DRAINS									
3E	DRN-02	Explanade splash blocks	Slate set in lawn w/ 18" x 24" catch basin at same foot	same	Good	None			
3E	DRN-03	Trench drain at north edge of Podium	Light weight perforated stainless steel cover over 12" w drain	same	Fair: drain cover is buckled and dented; drain is set too high?	Replace with heavier weight cover; reset drain	Aesthetic; safety	Cost	Low
3E	DRN-04	Trench drain at east side of GA Bldg	Perforated cast iron cover over 12" w drain	same	Poor: drain cover is cracked and caved in.	Replace with new cover.	Safety; aesthetic	Cost	High
8. PLANT MATERIALS									
3E	PLNT-06	Hedge at Esplanade	Ligustrum vulgare	Not original	Mostly good; new "patches", some of which are failing, most of which are none.	Replace dead patches with mature privet	Aesthetic; maintenance	Cost	Medium
3E	PLNT-07	Long hedge	Calluna	same	See tree report	See tree report	See tree report	See tree report	High
3E	PLNT-08	Hedges in planters	Taxus media	Not original	Good	None			
3E	PLNT-09	Planting beds in east garden	Ivy and vine	same	Generally good; ivy and vine thriving, but many weeds and volunteers observed.	More maintenance	Long term health of ivy	Cost	Medium
3E	PLNT-17	Lawn at esplanade and east garden	Grass	same	Good; however, areas are mowed irregularly with attendant inconvenience and inefficiency.	See tree commentary on plant materials	See tree commentary on plant materials	See tree commentary on plant materials	High
3E	PLNT-10	Rose garden	Timber edged beds w/ roses	same	Very good	None			
3E	PLNT-20	Wisteria along east wall of Podium	Wisteria	same	Good; although it has never bloomed.	Plant second Wisteria adjacent to first; sometimes wisteria needs company.	May encourage blooming	Cost	Low

APPENDIX A: KEY MAPS AND TABULATED DATA

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LANDSCAPE ASSESSMENT - WEST

MAP #	KEY #	ITEM	EXISTING MATERIAL	ORIGINAL MATERIAL	CURRENT CONDITION	RECOMMENDATIONS	ADVANTAGES	DISADVANTAGES	PRIORITY
1. FENCES									
4W	FEN-04	Perimeter fence	Painted iron fence on stone curb	same	Good, some rusting	Repair and repaint.	Avoid further costly deterioration	Cost	Medium
4W	FEN-05	Gates at vehicle entry	Painted iron fence	same	Good condition marred by rift of padlocks and chains; holes for padlocks are unused, lift latches are jammed.	Clean and repair lift latches, enlarge holes for padlocks & provide long shank locks.	See text on 47th Street Entry	See text on 47th Street Entry	Medium
4W	FEN-12	Gates at Visitor's entry	Painted iron	same	Only one gate is open; good condition marred by padlocks and chains; holes for padlocks are unused, lift latches are jammed.	Clean and repair lift latches, enlarge holes for padlocks & provide long shank locks.	Aesthetic; improved functioning	Cost	Low
4W	FEN-13	Handrail at Visitor's entry steps	Painted iron	same	Handrail rusting badly at base.	Repair and repaint. Remove rust stain from rails.	Prevent further deterioration; aesthetic	Cost	High
4W	FEN-15	Fence along 1st Ave at flagpole	20' chain link fence	none	Fair; chain link fence, while sound, makes for a shabby public face along 1st Ave.	Replace with fence more sympathetic with rest of design.	Aesthetic	Cost	Low
2. WALLS									
4W	WALL-01	North end of Podium	Stone clad brick wall	same	Good; hole is exposed at E end W side of wall where grade falls away from stone facing.	None			
4W	WALL-04	Plinth on N side of Visitor's entry steps	5'-0" x 4'-0" x 3'-0" Limestone clad plinth	same	Limestone is badly cracked.	Repair and replace limestone	Prevent further deterioration; aesthetic	Cost	Medium
4W	WALL-05	Plinth on S side of Visitor's entry steps	Limestone clad	same	Limestone is badly cracked.	Repair and replace limestone	Prevent further deterioration; aesthetic	Cost	Medium
4W	WALL-06	Retaining wall at N side of guard booth	Stone veneer on concrete	same	Fair; veneer is pushing out from face.	Repair and reface	Prevent further deterioration; aesthetic	Cost	High
4W	WALL-07	Retaining wall along 45th Street garage entry	Limestone cladding	same	Poor; cracked, stained, signs of water damage; water appears to be seeping from podium down surface of wall in corner of garage entry.	Address drainage problem on Podium.	Prevent further deterioration; aesthetic	Cost	High
4W	WALL-08	Coping at airshaft at 45th Street	Limestone coping	same	Fair; joint failure in many places.	RegROUT	Prevent further deterioration; aesthetic	Cost	Medium
4W	WALL-09	Limestone plinth w/flagpoles	7'-0" w cover for vent shafts	same	Fair; some joint failure, cracked and pitted in places; stained where flagpole meets limestone.	Repair; remove old stain and repair flagpole standards. Connection between flagpoles and limestone wall should be examined for water intrusion and if determined cause of stains and stains.	Prevent further deterioration; aesthetic	Cost	Medium
3. PAVING									
4W	PAV-11	H-S Path from Podium to 47th Street entry	Asphalt paving	same	Fair; some cracking, pitted	Resurface	Safety; aesthetic	Cost	Medium
4W	PAV-20	Paving at First Avenue Islands	Bluestone with mortar joints	same	Fair; many concrete patches scored to resemble bluestone.	Replace with bluestone pavers	Safety; aesthetic; long term maintenance. See Appendix D	Cost	Medium
4W	PAV-21	Tree pits at First Ave. traffic islands	Granite cobblestone on sand bed	same	Good	none			

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LANDSCAPE ASSESSMENT - WEST

MAP #	KEY #	ITEM	EXISTING MATERIAL	ORIGINAL MATERIAL	CURRENT CONDITION	RECOMMENDATIONS	ADVANTAGES	DISADVANTAGES	PRIORITY
4W	PAV-22	Paving at Visitor's entry	Bluestone paving with mortar joints	same	Fair; some joints need regrouting	RegROUT, replace any cracked pavers	Safety, aesthetic. See Appendix D	Cost	Medium
4W	PAV-23	Path at N side of guard booth	Poured concrete	same	Fair; concrete has settled approximately 4"	Repair	Safety, aesthetic	Cost	Medium
4W	PAV-24	Paving at Podium	Two-toned poured concrete	same	Fair; some scaling and discoloration at joints, pooling of water, staining in isolated areas, minor joints opening	Replace as necessary; apparent drainage problems - likely needs grouting	Long term maintenance, aesthetic	Cost	Medium
4W	PAV-27	Flagpole path south of Visitor's entrance	Poured concrete	same	Fair; first 16' or older concrete - very poor, cracked, crumbling	Replace older path, then maintain entire stretch	Safety, long term maintenance, aesthetic	Cost	Medium
4W	PAV-28	Ramp to 45th Street garage entry	Exposed aggregate concrete	same	Fair; some cracking across width, too few expansion joints (1 every 60'-0")	Replace, add expansion joints	Long term maintenance, aesthetic	Cost	Medium
4W	PAV-29	Driveway at west side of GA Bldg / Asphalt (traffic circle in front of Secretariat)	Asphalt	same	Fair; large E/W crack (possible trench), general cracking and wear and tear	Resurface	Long term maintenance, aesthetic	Cost	Low
4W	PAV-30	Paving at west side of GA Bldg	Two-tones poured concrete	same	Good to fair; some spalling, puddling and discoloration at joints	Replace as necessary; apparent drainage problems - likely needs grouting	Long term maintenance, aesthetic	Cost	Medium
4W	PAV-31	Sidewalk between 45th and 43rd Street entries - east side	Poured concrete with older exposures of exposed aggregate concrete	exposed aggregate concrete	Good to fair; some concrete is in poor condition, older concrete is cracked and pavers, overall appearance is poor due to patches	Replace older concrete, which does not match new; in future replace all at once	Long term maintenance, aesthetic	Cost	Low
4W	PAV-32	45th Street Entry	Bluestone paving	same	Fair to poor; pavement is filled with holes, poor seal configurations of pedestrian barriers, worse, pavement has been cut to inactive gate	Redesign configuration and/or replace sidewalk and pavement to properly accommodate gate	Safety, aesthetic	Cost	Low
4W	PAV-33	Paving along 1st Ave at flagpole oval	Bluestone with mortar joints	same	Fair; some broken pavers, some joints need regrouting	Replace broken pavers, regROUT as necessary	Safety, aesthetic. See Appendix D	Cost	Medium
4W	PAV-34	Paving along 1st Ave at flagpole oval	Granite block pavers on sand bed?	same	Good	None			
4W	PAV-47	Paving at First Avenue oval	Bluestone pavers on mortar bed	NA	Good; pavers surround manhole covers within lawn; some weeds, they replace grass which could not survive in location	None			

4. CURBS

4W	CURB-15	Traffic divider at vehicle entry	6" solid granite	same	Good; some erosion at edges, unsightly yellow paint around perimeter	Clean	See text on 47th Street entrance	Cost	Low
4W	CURB-17	Flush curb where podium meets N-S path	4"-3" granite	same	Fair; uneven settlement, but pavers or intact, tipping hazard	Reset	Safety, aesthetic	Cost	Medium
4W	CURB-19	Curb at 45th Street garage entry	Poured concrete	same	Poor; patched in several places	Replace, preferably with granite	Long term maintenance, aesthetic	Cost	Medium
4W	CURB-20	Capstone at West Podium	Limestone	same	Fair; spalled between bollards #11 & #12	Replace spalled capstone	Long term maintenance, aesthetic	Cost	Low
4W	CURB-21	Curb at sidewalk below 45th and 43rd Street entries	8" granite curb	same	Good to fair; some settlement on south end of sidewalk	Reset	Safety, long term maintenance, aesthetic	Cost	Medium
4W	CURB-22	45th Street Entry	8" Granite curb	same	Poor; curb has been cut (repeatedly) to make soil for mechanical gases; isolation is directly through curb and not paving - very poor	Replace curb and walkway to properly accommodate new gates	Aesthetic	Cost	Low

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LANDSCAPE ASSESSMENT - WEST

MAP #	KEY #	ITEM	EXISTING MATERIAL	ORIGINAL MATERIAL	CURRENT CONDITION	RECOMMENDATIONS	ADVANTAGES	DISADVANTAGES	PRIORITY
4W	CURB-15	Traffic divider at vehicle entry	6" solid granite	same	Good, some erosion at edges, unsightly yellow paint around perimeter.	Clean	See text on 47th Street entrance	Cost	Low
4W	CURB-24	Raised curb at perimeter fence	12" granite curb	same	Good to fair, rut stained in some places where fence meets curb	Remove rut stains or replace where necessary	Aesthetic, maintenance	Cost	Medium
5. LIGHTING									
4W	LIGHT-03	Area lighting in planters	Aluminum "mushroom" shades; incandescent bulbs	same	Light fixtures are relatively a symptom of original design and are in good condition; however, light level is weak, imperceptible due to ambient light level from floodlights and height of surrounding fedges.	Light fixture purely decorative function. A) Clean, B) Replace with LED, C) Change color temperature (for example, perforated metal) or D) raise fixture or lower hedge or C) turn off light.	A) and B) Aesthetic, C) Energy savings	A) and B) Cost, C) Aesthetic	Low
4W	LIGHT-04	Flood lighting at Podium	Application "Aramaster" floodlight	NA	Good: floodlights wash north and west facades of GA Building and provide bounced ambient light for adjacent pedestrian areas (podium and First Avenue oval); one light was not working when it was visited.	None; repair non-functioning light			
4W	LIGHT-05	Area lighting at Visitor's entry	Black painted metal shades on metal poles; unclear if original incandescent lamps	same	Floor lights provide very little light and are completely overwhelmed by light from nearby streetlights. Lights are out of focus and appear to be a wreck, albeit an old one.	Remove	Aesthetic, maintenance		Medium
4W	LIGHT-08	Wall mounted lights at First Avenue oval	Crouse-Hinds recessed wall mounted with incandescent lamps	same	Fair: Lights fixtures are handsome and in good condition overall, although one was not working, light provided is minimal (light pool is approx. 12' x 8'); however ambient light from building floodlights and streetlights is adequate.	Probably retrofit with more energy efficient lamp.	Maintenance, energy savings	Cost	Low
6. FURNITURE									
4W	FURN-04	Benches at north edge of Podium	Limestone	same	Good to fair, minor spalling on 2 out of 16.	None	Prevent further deterioration; aesthetic	Cost	Medium
4W	FURN-05	Planters at Podium	18" limestone w/10" coping	same	Good; some minor cracks and joint failure.	Repair			
4W	FURN-06	Benches at Podium	Timber on concrete base	same	Good: timber newly replaced.	None			
4W	FURN-08	Benches at West Podium	Limestone	same	Fair to Good; some cracking, not as severe as at other locations.	Replace if others are replaced at same time to avoid future problems.	Prevent further deterioration; aesthetic	Cost	Medium
4W	FURN-09	Planters at west side of GA Bldg	Concrete	none	Good to fair, effective security barriers; planters and year are sound, but concrete paving beneath is discolored and spalling.	Repair planters	Aesthetic, security	Increased maintenance of concrete paving	
7. DRAINS									
4W	DRN-03	Trench drain at north edge of Podium	Light weight perforated stainless steel cover over 12" drain	same	Fair: drain cover is buckled and dented; drain is set too high?	Replace with heavier weight cover; reset drain?	Aesthetic; long term maintenance	Cost	Low
4W	DRN-05	45th Street garage entry	Trench drain at base of slope	same	Fair: water appears to be dripping from Podium down surface of retaining wall into drain.	Add in drainage problem on Podium; see also DRN-04.	Prevent further deterioration	Cost	High
4W	DRN-06	Trench drain at west side of GA Bldg	Perforated cast iron cover over 12" drain	same	Fair to good	Replace with new cover.	Aesthetic; long term maintenance	Cost	Low

Landscaping Appendix A

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LANDSCAPE ASSESSMENT - WEST

MAP #	KEY #	ITEM	EXISTING MATERIAL	ORIGINAL MATERIAL	CURRENT CONDITION	RECOMMENDATIONS	ADVANTAGES	DISADVANTAGES	PRIORITY
8. MISC. STRUCTURES									
4W	STRICT-03	45th Street Guardbooth	Prefabricated enameled metal booth	NA	Good, recently replaced	See Security Assessment in written report	See Security Assessment in written report	See Security Assessment in written report	
9. PLANT MATERIALS									
4W	PLANT-03	ivy leafed at N.E. path from Podium to 47th Street entry	ivy and Camellia	same	Good	None			
4W	PLANT-08	Hedges in planters	Taxus r media	liriodendro	Good	None			
4W	PLANT-11	Planting beds at entrance	ivy and starbolla	same	Good	None			
4W	PLANT-24	Hedges at First Avenue oval	Taxus r media	same	Fair: hedges varies widely: some bare or dead patches, some very leafy and some good. Evidence of recent integration at roads.	improve self-replace dead and missing hedges, employ pest control.	Aesthetic, long term maintenance	Cost	Medium

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LANDSCAPE ASSESSMENT - SOUTH EAST

MAP #	KEY #	ITEM	EXISTING MATERIAL	ORIGINAL MATERIAL	CURRENT CONDITION	RECOMMENDATIONS	ADVANTAGES	DISADVANTAGES	PRIORITY
3. PAVING									
SSE	PAV-13	Esplanade paving	Poured concrete	same	Very good; recently replaced	None			
SSE	PAV-29	Driveway at west side of CA Bldg	Asphalt	same	Fair; large E-W crack (possible trench), general cracking and wear and tear	Resurface	Long term maintenance, aesthetic	Cost	Low
SSE	PAV-35	Paving at South Bell Court	Concrete	NA	Very good; newly poured	None			
SSE	PAV-36	Paving along northwest face of Secretariat Bldg	4-0% concrete walkway	NA	Very good; newly poured; however, difficult to access from existing walkways	None			
SSE	PAV-37	Paving along southwest face of Secretariat Bldg	4-0% Concrete and 2-0% bluestone walkways	NA	Fair; concrete is poor, possibly water observed at linear edge along concrete walkway; bluestone is damaged and their repair concrete work poorly laid	Replace bluestone; remove linear edging and repair concrete with.	Long term maintenance, aesthetic	Cost	Medium
SSE	PAV-38	Paving at ramped walkway from 42nd Street entrance and around Secretariat Traffic Circle	Poured concrete with older expanses of exposed aggregate concrete	exposed aggregate concrete	Good to fair; newer concrete is in good condition; older concrete is cracked and uneven; overall appearance is poor due to patching; some expansion joints are poor.	Resurface; likely adjust maintenance schedule to replace larger expanses at the same time.	Safety, aesthetic; maintenance	Cost	Medium
SSE	PAV-45	Gravel at South Garden	Gravel	NA	Good	See commentary in written report	See commentary in written report	Cost	Medium
SSE	PAV-46	Paving at South Garden	Concrete	NA	Good	See commentary in written report	See commentary in written report	Cost	Medium
4. CURBS									
SSE	CURB-08	Esplanade curbs	Poured concrete	same	Very good; recently replaced	None			
SSE	CURB-23	Curbs at South garden	Poured concrete	same	Very good; see commentary in written report	See commentary in written report	See commentary in written report	Cost	Medium
5. LIGHTING									
SSE	LIGHT-01	Pathlights throughout site	Aluminum poles with "Cobra head" luminaires, high pressure sodium lamps.	Aluminum poles with flared metal pedestals	Good; lamps provide adequate level of general illumination throughout site.	None			
6. FURNITURE									
SSE	FURN-01	Benches at North pathway	Timber on concrete base	same	Fair to good; some timber worn and splintering.	Replace worn timbers.	Safety, aesthetic	Cost	Low
7. DRAINS									
SSE	DRA-02	Esplanade splash blocks	Slate set in lawn w/ 18" x 24" catch basin at base of foot	same	Good	None			
8. MISC. STRUCTURES									
SSE	STRUCT-06	Guardbooth	Prefabricated enameled metal booth	NA	Good; rarely used because esplanade is closed to pedestrians at this point.	Remove or relocate; see Security Assessment in written report	Less maintenance; aesthetic; see Security Assessment in written report	See Security Assessment in written report	Medium

APPENDIX A. KEY MAPS AND TABULATED DATA

Note: The maps that follow note locations of art pieces for informational purposes only. Assessment of art pieces is outside the scope of the L'Orn.

LANDSCAPE ASSESSMENT - SOUTH EAST

MAP #	KEY #	ITEM	EXISTING MATERIAL	ORIGINAL MATERIAL	CURRENT CONDITION	RECOMMENDATIONS	ADVANTAGES	DISADVANTAGES	PRIORITY
3. PLANT MATERIALS									
SSE	PJUT-09	Hedge between entrances to Secretariat Bldg.	Thuja x media	same	Good live side at first but disadvantage of being under overhanging of canopy, limiting sunlight.	Extend pavement or plant ground cover on front edge.	Less maintenance; maintains uniform appearance of hedge.	Cost	Low
SSE	PJUT-10	Semi-circular hedge at southwest face of Secretariat Bldg.	Ligustrum vulgare	flex ornata	Good; somewhat leggy due to shady location and age of hedge. Hedge is somewhat overgrown and needs to be manually watered, causing pooling and dripping hazard.	Water during low traffic hours, if possible or, ideally, install automated irrigation system.	More labor and water efficient; less cost.	Cost	High
SSE	PJUT-12	Lawn at south face of GA Bldg	Grass	same	Very good	None			
SSE	PJUT-21	Lawn at South Garden	Grass	MA	Grass mowed manually and very dry on the day we observed it.	Because location is remote and closed to public, grass can be mowed manually. See commentary in written report.	Better visual screen of satellite building; less maintenance; aesthetic.	Cost	Medium
SSE	PJUT-22	Hedge at South Garden	flex ornata	MA	Good condition, however lost in large space and does not serve as visual screen.	Possibly replace or relocate if South Garden is reconfigured.	Aesthetic	Cost	Low
SSE	PJUT-23	Lawn at South Boundary	Grass	same	Good; however, areas are watered manually with attendant inconveniences and inefficiencies.	See last commentary on plant materials.	See last commentary on plant materials.	See last commentary on plant materials.	Medium

LANDSCAPE ASSESSMENT-APPENDIX A - SOUTH WEST

MAP #	KEY #	ITEM	EXISTING MATERIAL	ORIGINAL MATERIAL	CURRENT CONDITION	RECOMMENDATIONS	ADVANTAGES	DISADVANTAGES	PRIORITY
1. FENCES									
6SW	FEN-06	Gates at vehicle entry	Painted Iron fence	same	Good condition marked by rick of padlocks and chains; holes for padlocks are unused, all latches are jammed.	Clean and repair all latches, replace holes for padlocks & provide long shank locks.	See trees on 47th Street Entry	See trees on 47th Street Entry	Medium
6SW	FEN-15	Fence along 1st Ave at flagpole oval	28" chain link fence	same	Fair chain link fence, white paint makes for a rather shabby public face along 1st Ave.	Replace with fence more sympathetic with rest of design.	Aesthetic	Cost	Low
6SW	FEN-16	Gates at 42nd Street pedestrian entry	Painted Iron	same	Good to fair, gates are sound but heavy pedestrian traffic causes paint to be rubbed off and paint is impeded by configuration of gates.	Reconfigure entry and gates, see also PAV-39 and PAV-40.	Ease pedestrian flow, aesthetic	Cost	Medium
6SW	FEN-17	Perimeter fence along 1st Avenue	Painted Iron	same	Good, some rusting and peeling paint.	Repaint	Prevent further deterioration, aesthetic	Cost	Medium
2. WALLS									
6SW	WALL-08	Limestone plinth wall/gates	7'-0" w/ cover for vent shafts	same	Fair, some joint failure, cracked and pitted in places; stained where flagpole meets limestone.	Repaint, remove rust stains and repair flagpole standards. Connection between flagpoles and limestone wall needs to be reinforced and stained areas removed and to determine cause of cracks and stains.	Prevent further deterioration, aesthetic	Cost	Medium
6SW	WALL-10	Wall surrounding ramp to garage	Limestone faced concrete	same	Fair, some broken pieces at large rounded end; end stone is loose at entry, extensive joint failure, exposed aggregate showing where curve meets adjacent ramped walkway.	Repaint, replace broken and loose stones.	Avoid long term maintenance problems, aesthetic		Medium
3. PAVING									
6SW	PAV-29	Driveway at west side of GA Bldg/ traffic circle in front of Secretariat	Asphalt	same	Fair, large E-W crack (possible trench), general cracking and wear and tear.	Resurface	Long term maintenance, aesthetic	Cost	Low
6SW	PAV-30	Paving at west side of GA Bldg	Two-tone poured concrete	same	Good to fair, some spalling, pitting and discoloration at joints.	Replace as necessary; apparent drainage problems - ideally regrade.	Prevent further deterioration, aesthetic	Cost	Medium
6SW	PAV-31	Sidewalk between 43th and 43rd Street entries - east side	Poured concrete with older expanses of exposed aggregate concrete	exposed aggregate concrete?	Good to fair, newer concrete is in good condition, older concrete is cracked and uneven; overall appearance is poor due to patches.	Replace older concrete, making effort to match newer, in future replace all at once.	Safety, aesthetic, maintenance	Cost	Medium
6SW	PAV-33	Paving along 1st Ave at flagpole oval	Bluestone with mortar joints	same	Fair, some broken pavers, some joints need repointing.	Replace broken pavers, repoint as necessary.	See Appendix D	Cost	Medium
6SW	PAV-34	Paving along 1st Ave at flagpole oval	Granite block paves on sand bed?	same	Good	None			
6SW	PAV-36	Paving along northwest face of Secretariat Bldg	4'-0" w/ concrete walkway	NA	Very good, steady poured; however, difficult to access from existing walkways.	None			
6SW	PAV-37	Paving along southwest face of Secretariat Bldg	4'-0" w/ Concrete and 2'-0" w/ bluestone walkways	NA	Fair, patches in poor condition, water observed at liberal rates along concrete walkway, bluestone is stained and poorly laid.	Replace bluestone, remove timber edging along concrete walkway, bluestone is stained and poorly laid.	Long-term maintenance, aesthetic	Cost	Medium
6SW	PAV-38	Paving at ramped walkway from 42nd Street entrance and around Secretariat traffic circle	Poured concrete with side expanses of exposed aggregate concrete	exposed aggregate concrete?	Good to fair, few of concrete is in good condition, clear poor due to patches; some expansion joints are poor.	Resurface, ideally adjust maintenance schedule in replace larger expanses at the same time.	Safety, aesthetic, maintenance	Cost	Medium

LANDSCAPE ASSESSMENT: APPENDIX A - SOUTH WEST

MAP #	KEY #	ITEM	EXISTING MATERIAL	ORIGINAL MATERIAL	CURRENT CONDITION	RECOMMENDATIONS	ADVANTAGES	DISADVANTAGES	PRIORITY
65W	PAV-39	North-south walkways along flagpoles	Exposed aggregate concrete	same	Fair to poor: old concrete, some chipping at raised curb, but good from perimeter fence. Poor repair at reconfigure entry, see PAV-40 and FEN-16 pedestrian entry.	Clean out same; eventually replace with new concrete. Reconfigure entry, see PAV-40 and FEN-16	Safety; aesthetic; better pedestrian flow	Cost	Medium
65W	PAV-40	Paving at pedestrian entry	Bluestone pavers on mortar bed	same	Fair: material is sound but configuration of concrete pad at reconfigure entry is awkward; concrete pathway and bluestone is awkward; see also FEN-16.	Reconfigure entry	Aesthetic; better pedestrian traffic flow	Cost	Medium
65W	PAV-41	Paving at garage egress	Bluestone pavers on mortar bed	NA	Good	None			
65W	PAV-42	Plaza at south end of GA Bldg	Two-tone poured concrete	same	Good; recently replaced	None			
65W	PAV-43	Garage ramp at fountain	Poured concrete	same	Poor; multiple cracks and patches	Replace	Aesthetic; long term maintenance, safety	Cost	Medium
65W	PAV-44	Garage ramp at 42nd Street	Poured concrete	same	Good; recently painted	None			
65W	PAV-47	Paving at First Avenue oval	Bluestone pavers on mortar bed	NA	Good: pavers surround manhole covers within lawn; station, many repairs; grass which could not survive location.	None			
4. CURBS									
65W	CURB-15	Traffic divider at vehicle entry	8" solid granite	same	Good; some erosion at edges; ugly yellow paint around perimeter.	Clean	See text on 47th Street entrance	Cost	Low
65W	CURB-21	Curb at sidewalk between 45th and 47th Street entrance - east side	8" granite curb	same	Good to fair; some settlement on south end of sidewalk.	Reset	Aesthetic; safety	Cost	
65W	CURB-22	45th Street Entry	8" Granite curb	same	Poor: curb has been cut (repeatedly) to make slot for mechanical gates; motion is directly through curb and into parking, very crude	Replace curb and walkway to properly accommodate new gates	Aesthetic	Cost	Low
65W	CURB-24	raised curb at perimeter fence	12" granite curb	same	Fair; not stained where fence meets curb.	Remove rust stains or replace	Aesthetic; maintenance	Cost	
5. LIGHTING									
65W	LIGHT-01	Flood lighting at podium	Apricot "streamer" floodlight	NA	Good: floodlights were north and west facades of GA Bldg; floodlights were not working; light for adjacent pedestrian area (podium and First Avenue oval) was not working when we visited.	None; repair non-functioning light			
65W	LIGHT-06	Pathlight at garage stair entry	Moldcast recessed wall lamp mounted on plywood box; high pressure sodium lamp	NA	Provides adequate light, but poor installation. Plastic shade is cracked.	Replace with durable floodlight	Long term maintenance; aesthetic		Medium
65W	LIGHT-07	Rail-mounted light at garage stair entry	Quartzite flood light	NA	Good; provides ample light	None			
65W	LIGHT-09	Wall mounted lights at First Avenue oval	Crouse-Hinds recessed wall mounted with incandescent lamps	same	Fair: Lights fixtures are handsome and in good condition overall, although one was not working; light provided is adequate. (Note: one fixture is not working; light level from building floodlights and streetlights is adequate.)	Probably retrofit with more energy efficient lamps.	Maintenance; energy savings	Cost	Low
65W	LIGHT-08	Wall mounted lights at garage ramp	Recessed wall mounted lights	same?	Good; lights provide adequate light level for garage ramp. None				

LANDSCAPE ASSESSMENT: APPENDIX A - SOUTH WEST						
MAP #	KEY #	ITEM	EXISTING MATERIAL	ORIGINAL MATERIAL	CURRENT CONDITION	RECOMMENDATIONS
6. FURNITURE						
6SW	FURN-09	Planters at west side of GA Bldg.	Concrete	none	Good to fair. Effective security barriers, planters and signs are sound, but concrete paving beneath is discolored and spalled.	Replant planters. Aesthetic: security
7. DRAINS						
6SW	DRN-06	Traverse depth around perimeter of Caf. front covers fountain, and across top of garage ramp	Caf. front covers	same	Good to fair. Surrounding pavement is buckled and cracked, causing drains to become dislodged.	Reset, replace damaged drains and covers. Maintenance, improve drainage
8. MISC. STRUCTURES						
6SW	STRICT-07	Guardbooth at 42nd Street Pedestrian entrance	Prefabricated enameled metal booth	NA	Good: however entire configuration of this entrance is awkward and should be reconfigured.	Reconfigure entry, see also Security Assessment in written report. Aesthetic: better pedestrian traffic flow, comment in written report
6SW	STRICT-08	Guardbooth at 43rd Street Vehicle entrance	Prefabricated enameled metal booth	NA	Fair: exterior steel. Conduits, security camera, etc. detect from appearance. Nicely staked.	Repair or replace, see Security Assessment in written report. Aesthetic: see Security Assessment in written report
6SW	STRICT-09	Guardbooth at 43rd Street Pedestrian entrance	Prefabricated enameled metal booth	NA	Good, replaced recently. Mostly unoccupied. Provides area lighting at night.	None; see Security Assessment in written report. See Security Assessment in written report
6SW	POOL	Plaza Fountain	Hard set pattern stone	same	Recently reset stone. Drainage, waterproofing and circulation not addressed.	Replace waterproofing and circulation system design to reduce algae growth. Prevent leaks into newly repaired garage, aesthetic.
9. PLANT MATERIALS						
6SW	PUNT-09	Hedge between entrances to Secretariat Bldg.	Thuja x media	same	Good: bare stem at front has disadvantage of being under overhang of canopy, limiting detail.	Extend pavement or plant ground cover on front edge. Less maintenance, maintain uniform appearance of hedge.
6SW	PUNT-10	Semi circular hedges at southwest. Ligustrum vulgare face of Secretariat Bldg.	Ligustrum vulgare	like crevata	Good: somewhat leggy due to shady location and age of hedge; semicircular form has been nicely maintained, manually weeded, causing ponding and a tripping hazard.	Water during low water hours. If possible or ideally, install automatic irrigation system. More labor and water efficient, less cost incentive
6SW	PUNT-12	Lawn at south face of GA Bldg.	Grass	same	Very good	None
6SW	PUNT-13	Planting bed south of pedestrian entry	Ivy	same	Good to fair: bare patch on north end	Improve soil and replant ivy Aesthetic
6SW	PUNT-14	Planting bed at garage ramp	Ivy	same	Good: south-eastern lip of bed is too narrow for anything to grow; bare patch.	Reconfigure bed to support plant material or pave with concrete to match adjacent sidewalk. Aesthetic
6SW	PUNT-15	Hedge at planter along library	Taxus x media	same	Fair: dead patches throughout planter, extent of planting has been reduced due to plant failure.	Determine cause of problems before further replanting. Aesthetic: maintenance cost
6SW	PUNT-23	Lawn at South Boundary	Grass	same	Good: however, areas are watered manually with attendant inconveniences and inefficiencies.	See and commentary on plant materials See text commentary on plant materials
6SW	PUNT-24	Hedge at First Avenue oval	Taxus x media	same	Fair: hedge varies widely; some bare or dead patches, evidence of some good. Evidence of rodent infestation at root.	Improve soil; replace dead and missing hedge. Aesthetic: long term maintenance
6SW	PUNT-25	Ivy bed at garage stair entry	Ivy and scaffolds	same	Very good	None Cost

LIBRARY - APPENDIX A: TABULATED DATA												Library Approach
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMR Project	Non CMR Project	
PRIORITY LEGEND:												
High: Items which have exceeded planned life expectancy or pose a safety risk.												
Medium: Items which will reach design life by 2010 and are functional.												
Low: Items which will reach design life after 2010, are functional and in good condition or posing a minor operational problem or risk. Note that some Low Priority items will be done at the same time as high or medium priority items to minimize disruption and construction phasing premiums.												
1 ARCHITECTURAL												
Rooftops	Penthouse Roof	Build-up with marble ballast chips	Same	Good	Replace when required	None	Increase building life	None	Low	Library (2010)		
	Penthouse south	Concrete	Same	Spalling, hairline cracks	Repair spalls, patch	None	Prevent further deterioration	None	Medium	Library		
	Main Roof	Imma System	Not determined	Some areas with exposed insulation	Replace ballast; add precast panels for access;	None	Increase building life	None	Medium	Library (2010)		
	Roof Inspection	NA	NA	No inspection program in place	Inspect roof annually	None	Prevent interior damage	None	Low			
	Waterproofing	Flashing	Metal	Same	Good	None	NA	NA	NA			
		Saunas	Undetermined	Not determined	Falling at grade location	Replace sealants at coping and grade	None	Increase building life	None	High	Library	
	Exterior Walls	East & West Walls	White Vermont Marble	Same	East Repairs leading, crumbling in chins	Reinstall stone; new flashing and weeps at limestone	None	Prevent injury; increase building life	None	High	2005-2001	
		Copings	White Vermont Marble	Same	Displaced at east	Reinstall with new flashing	None	Prevent injury; increase building life	None	High	2005-2001	
		North and South Walls	Aluminum and glass	Same	Stone displaced at north; missing trim piece at north; cracked glass; water penetration at south	Field test walls; repair as required	None	Stop leaks, increase building life	None	High	2005-2001	
	Interior Spaces	Sole	Stone	Same	Staining at south stone; sealant failure at north	Clean stone; replace sealants	None	Restore original appearance;	None	Medium	Library	2005-2001
3rd East / Floors		Marble, granite	Same	Worn railing; loose coping; stained walls; water ponding; worn lights	Refinish stone; maintain drains; refurbish floor; replace drains; refurbish lights	None	Restore original appearance; prevent leaks	None	Medium	Library		
3rd East / Walls		Terrazzo	Same	Good	None	NA	NA	NA	NA			
3rd East / Ceiling		Perforated metal panels	Same	Some leaks; cracks at south	Repair cracks; determine leak source	None	Prevent interior damage	None	Medium	Library		
2nd East / Floors		VCT, Terrazzo	Same	Slanted	Replace panels where required after sprinkler installation; clean remaining panels	None	Retain architectural finish	None	Low	Library		
2nd East / Walls		Plaster	Same	Good	None	NA	NA	NA	NA	Library		
2nd East / Ceiling		Perforated metal panels	Same	Cracks; leak at North; cracks at South	Repair; paint	None	Prevent interior damage	None	Medium	Library		
1st East Lobby / Floor		Terrazzo	Same	Slanted	Replace panels where required after sprinkler installation; clean remaining panels	None	Restore architectural finish	None	Low	Library		
1st East Reading Room / Floor		Cerpal	Not determined	Good	None	NA	NA	NA	NA			
1st East Office / Floors		VCT Tile	Same	Good	None	NA	NA	NA	NA			
1st East / Walls	Plaster	Same	Leak damage	Repair damage; Paint	None	Restore architectural finish	None	Low	Library			
1st East / Lobby Ceiling	Plaster	Same	Good	None	NA	NA	NA	NA				
1st East / Ceilings	Perforated metal panels	Same	Good	None	Replace panels where required after sprinkler installation	None	Restore architectural finish	None	Low	Library		
Over App. & Photos												Page

System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
1 ARCHITECTURAL, cont'd											
	1 st Fl East Auditorium/ Rocks in seating area	Carpeting	Same	Poor	Replace carpet	None	Retain architectural finish	None	Low	Library	
	1 st Fl East Lobby/ Reception floor	VCT	Same	Good	None	NA	NA	NA	NA	—	—
	1 st Fl East Auditorium/ Stage floor	Wood	Same	Good	None	NA	NA	NA	NA	—	—
	1 st Fl East Auditorium/ Walls	Wood slat, plaster	Same	Plaster fair, wood stained and needs refinishing	Paint plaster, refurbish wood parts	None	Retain architectural finish	None	Low	Library	
	1 st Fl East Auditorium/ Ceiling	Wood, plaster	Same	Wood stained near diffusers	Refurbish wood	None	Retain architectural finish	None	Low	Library	
	1 st Fl Offices/Floors	VCT	Same	Good	None	NA	NA	NA	NA	—	—
	1 st Fl Offices/Walls	Drywall, metal	Not determined	Good	None	NA	NA	NA	NA	—	—
	1 st Fl Offices/Ceilings	Perforated metal panels	Same	Good	Replace panels where required after sprinkler installation.	None	Restore architectural finish	None	Low	Library	
	1 st Fl Stacks/Floors	Carpeting	Same	Good	Replace in 2005	None	Retain architectural finish	None	Low	Library	
	1 st Fl Stacks/Walls	Plaster, wood, stone	Same	Good	None	NA	NA	NA	NA	—	—
	1 st Fl Stacks/Ceilings	Perforated metal panels	Same	Good	Replace panels where required after sprinkler installation.	None	Restore architectural finish	None	Low	Library	
	1 st Fl Lobby/Floors	Terrazzo	Same	Good	None	NA	NA	NA	NA	—	—
	1 st Fl Lobby/Walls	Plaster, stone, wood	Same	Walls damaged to plaster at northeast and sill	Repair, repaint	None	Retain architectural finish	None	Low	Library	
	1 st Fl Lobby/Ceiling	Plaster	Same	Good	Replace panels where required after sprinkler installation.	None	Restore architectural finish	None	Low	Library	
	2 nd Fl Reading Room/ Floors	Stone, carpet	Same	Good	Replace carpet in 2008	None	Retain architectural finish	None	Low	Library	
	2 nd Fl Reading Room/ Walls	Stone	Same	Good	None	NA	NA	NA	NA	—	—
	2 nd Fl Reading Room/ Ceilings	Wood Slat	Same	Poor, needs refinishing	Refurbish-wood slats	None	Retain architectural finish	None	Medium	Library	
	2 nd Fl Stacks, offices/ Floors	VCT	Same	Good, some local damage to plaster	Repair and determine cause of damage	None	Retain architectural finish	None	Medium	Library	
	2 nd Fl Stacks, offices/ Walls	Metal, plaster, drywall	Same	Good, some damage to plaster	Investigate and repair leaks; repair, repaint	None	Retain architectural finish	None	High	Library	
	2 nd Fl Stacks, offices/ Ceilings	Perforated metal panels	Same	Soiled	Replace panels where required after sprinkler installation, clean remainder	None	Restore architectural finish	None	Low	Library	
	2 nd Fl Lobby/Floors	Terrazzo	Same	Good	None	NA	NA	NA	NA	—	—
	2 nd Fl Lobby/Walls	Stone, wood	Same	Good	None	NA	NA	NA	NA	—	—
	2 nd Fl Lobby/Ceiling	Perforated metal panels	Same	Soiled	Replace panels where required after sprinkler installation, clean remainder	None	Restore architectural finish	None	Low	Library	
	3 rd Fl Offices/Floors	VCT, carpet	Same	VCT Good, carpet poor	Replace carpeting	None	Retain architectural finish	None	Low	Library	
	3 rd Fl Offices/Walls	Metal, plaster	Same	Damaged plaster	Repair, repaint plaster	None	Retain architectural finish	None	Low	Library	
	3 rd Fl Offices/Ceilings	Perforated metal panels	Same	Soiled	Replace panels where required after sprinkler installation, clean remainder	None	Restore architectural finish	None	Low	Library	
	3 rd Fl Corridor/Floors	VCT	Same	Good	None	NA	NA	NA	NA	Library	

New York Office										Library Appendix A	
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
1 ARCHITECTURAL, cont'd											
Code Compliance	3" Pl Concrete Walls	Plaster, wood	Same	Plaster damaged, wood good	Repair, repair plaster	None	Retain architectural finish	None	Low	Library	
	3" Pl Concrete Ceilings	Perforated metal panels	Same	Soiled	Replace panels where installed, replace remainder	None	Restore architectural finish	None	Low	Library	
Handicapped Accessibility	4" Pl Floors	Carpet, wood, stone	Same	Stone good, carpet fair	Replace carpet in 2005	None	Retain architectural finish	None	Low	Library	
	4" Pl Walls	Wood panels, munt	Same	Good, curtains fair	Replace curtain	None	Retain architectural finish	None	Low	Library	
	4" Pl Ceilings	Plaster	Same	Major water damage	Repair, repair	None	Retain architectural finish	None	Low	Library	
	4" Pl Stairs to Penthouse	Carpet on terrace	Same	Door swings into stairwell	Change door swing, remove carpet	None	Retain architectural finish	None	Medium	Library	
	Throughout/Toilets	Ceramic tile with plaster ceilings	Same	Minor cracks near exits, sinks	Repair cracks	None	Retain architectural finish	None	Low	Library	
	1st Basement Staff Exit	Exit stair	Same	Exit goes to basement	Install new exit at grade	None	Retain architectural finish	None	Medium	Library	
	Entrance from Fire separation	Glass/Metal	Same	Insufficient fire rating	Install rated doors between buildings	None	Retain architectural finish	None	Medium	Library	
	Hardware	Knobs	Same	Not ADA compliant	Install lever hardware	None	Retain architectural finish	None	Medium	Library	
	Door widths	Glass, Metal, Wood	Same	Less than 32" clear opening	Widen doors to min 32" clear opening	None	Retain architectural finish	None	Medium	Library	
	Toilets	Miscellaneous	Same	Inaccessible in all regards	Make toilets accessible	None	Retain architectural finish	None	Medium	Library	
Handicapped Accessibility	Proprietary Access Elevators	None	None	No access from exterior except by stair	Install power assisted 4 ft wide door from Secretariat	None	Retain architectural finish	None	Medium	Library	1999
	Proprietary Freight Elevators	Miscellaneous	Miscellaneous	Call lift, call button, no handrails, inaccessible, etc	Make at least one elevator accessible, see Vertical Transportation recommendations	NA	NA	NA	NA	---	
	Penthouse Access	NA	NA	Inaccessible by stair, elevator and door	Widen stairs if structurally feasible, install wheelchair lift	None	Improve accessibility	None	Medium	Library	
	Fire alarm pull stations	NA	NA	Too high	Lower pull stations	None	Improve accessibility	None	Medium	Library	
	Drinking Fountains	NA	NA	Too high	Lower fountain, 8 or 9	NA	NA	NA	NA	---	
	Sinks	Handicaps	Same	No extensions	Install extensions	None	Improve accessibility	None	Medium	Library	
	Alarms	Miscellaneous	Miscellaneous	No visible/audible alarms	Install compliant alarms, see Electrical recommendations	NA	Improve accessibility	None	Medium	Library	
	Ornamental Sinks	NA	NA	No handrails, no wheelchair access, prevent lifting underside, non-compliant handrails, optimizers	Install warning strip	None	Improve accessibility and safety	None	Medium	Library	
	Signage	None	None	No accessibility signage	Install signage	None	Improve accessibility	None	Low	Library	
	Card catalog, counters	NA	NA	All too high	Install accessible counter, lower catalog, install fixtures	None	Improve accessibility	None	Low	Library	
Handicapped Accessibility	Public phone	NA	NA	No accessible phone	Install accessible phone	None	Improve accessibility	1. Potential increase in staff costs	Low	Library	
	Auditorium seating	NA	NA	Inaccessible, no wheelchair spaces or access to stage	Widen one door, install wheelchair locations and wheelchair access, install handicapped access to stage	None	Improve accessibility	None	Low	Library	1999 Operational budget

New York Office										Library Appendix A	
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
1 ARCHITECTURAL											
General	Dark Room	NA	NA	Inaccessible	Widen door	None	Increase accessibility	None	Low	Library	
	1 st Bay/Ramp	Miscellaneous	NA	No handrails, non-slippery surface	Install handrails and non-slip surface	None	Increase accessibility	None	High	Library	
	Stack area	Miscellaneous	Same	Aisles too narrow; shelves too high	Provide staff to assist handcarried access.	None	Increase accessibility	Decreases storage space	Low		Operational budget
2 STRUCTURAL											
General	Structure	Concrete	Same	Material properties unknown	Perform material tests and document load capacities	None	Establish baseline for future use and modifications	None	Low	Library	
	Foofings	Concrete	Same	Good	None	NA	NA	NA	NA	—	—
	Walls	Concrete	Same	Good; some leaks reported	See Architectural recommendations	NA	NA	NA	NA	—	—
	Slab on Grade	Concrete	Same	Good	None	NA	NA	NA	NA	—	—
	Floors/General	Concrete 2-way slabs	Same	Good	None	NA	NA	NA	NA	—	—
	Floors/southeast	Post-tensioned concrete	Same	Good	None	NA	NA	NA	NA	—	—
	Penthouse roof slab	Concrete w/ tie slab	Same	Some soffs spalls	See Architectural recommendations	NA	NA	NA	NA	—	—
	Expansion Joints	Sliding bearing	Same	Not determined in accessible	Test bearing to insure operation when accessible.	None	Prevent structural damage	None	Low	Library	
	Heating/cooling	Operating equipment	Same	Equipment will exceed economic life expectancy	Survey equipment and piping on a regular basis; replace as required; cause install fan to increase flow	None	Maintains operations; prevent building damage.	None	Low	Library	
	Air Conditioning and Ventilation/AHUs	AHUs	Same	Building operates in intermediate season	Install new humidification equipment	None	Insure occupant health and comfort	None	High	Library	
3 MECHANICAL											
Mechanical System	Humidification	Cup type humidifiers	Same	Inadequate for light control	Install new humidification equipment	None	Insure preservation of materials	None	High	Library	
	Climate control/ Library/Rent books	None	None	Conditions not monitored in stack/ are book area	Install BMS system	None	Insure preservation of materials	None	High	Library	
	AHUs	Manual controls	Same	No remote control from central control room	Install BMS system	None	Insure occupant comfort, reduce energy consumption.	None	High	Library	
	Audiovisual AHU	Operation	Same	Operates constantly	Equip with modulating controls to BMS	None	Reduce energy consumption	None	Medium	Library	
	Penthouse/ Heating/cooling	Operation	Same	Constantly conditioned although seldom used	Tie to BMS	None	Reduce energy consumption	None	Medium	Library	
	Penthouse/ Return air system	Return air grille	Same	Very noisy system unbalanced	Rebalance system	None	Reduce noise	None	Low	Library	
4 ELECTRICAL											
Incoming Service	Transformer	440 to 208 Vols	Same	Adequate, no spare capacity	Provide new 480/277 service; distribute at 480/277	None	480/277 distribution is more efficient.	Cost	Low	Library	
	One Axis & Panes					1. Maintain existing	1. Reduced upfront costs	1. Does not anticipate future needs		Library	

New York Office											Library Appendix A
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
4 ELECTRICAL, cont'd											
Low Voltage System	Panel boards	Duplex	Same	Fair, may not perform during fault.	Rentall floor outlets	None	Staff safety	None	High	Library	
		Furn type	Same		Provide new 480/277 panelboards	1. Maintain existing	Reduce energy use.	Upfront costs	Medium	Library	
							1. Maintain reliability	Does not improve reliability.			
Standby Power	Panel boards	Breaker type	NA	Limited spare circuits	Replace system	See above	See above	See above	Medium	Library	
							1. Maintain existing	Does not improve reliability.			
							1. Maintain reliability	Does not improve reliability.			
Artificial Lighting	Feeder cables	Copper	Same	Fair, aged wiring may have some terminations	Perform insulation tests, replace as required	See above	See above	See above	Medium	Library	
	None	NA	NA	NA	See Structural report	NA	NA	NA	NA	—	
	Ceilings throughout	Incandescent downlights	Same	Insufficient light levels	Replace with T5 lamps	None	Provides recommended light levels	None	Medium	Library	
Mechanical rooms	Office ceilings	Louvered fluorescents	Same	Insufficient light levels	Replace with T5 lamps	None	Provides recommended light levels	None	Medium	Library	
	Mechanical rooms	Mixed lighting	NA	Insufficient light levels	Install additional lighting	None	Staff safety and comfort	None	Medium	Library	
Fire Detection and Alarms	Smoke Detectors	Not provided	NA	Inadequate	Replace as part of phased replacement system per ZSE report	None	Provides adequate level of safety	None	High	Library	
	Audio/Visual	Not provided	NA	Not ADA compliant	See above	See above	See above	See above	High	Library	
	Pull Stations	Recessed, glass enclosed	NA	NA	See above	See above	See above	See above	High	Library	
Lighting Protection	None	Not provided	None	NA	Provide lightning protection connected to new Secretariat system	None	Protect structure	None	Low	Library	
5 PLUMBING											
Water Systems	Supply piping	Copper	Not determined	Fair but systems exceed life expectancy	Repair or replace as determined by test.	None	Maintain reliability	None	High	Library	
	Kitchenette floor drain	Cast iron	Same	Some evidence of leaks	Repair floor drain	None	Prevent damage	None	High	Library	
	Toilet floors	Miscellaneous	Same	Does not comply with current edition of ADA standards	Replace with compliant floors	None	Conserve water, improve accessibility	None	Medium	Library	
Sanitary/Sewer Drainage	Backflow prevention device	None	None	Supply to mechanical system should have back flow prevention device	Install back flow prevention device	None	Prevent contamination of water supply	None	High	Library	
	Drinking fountains	Miscellaneous	Not determined	Does not comply with ADA standards	Install ADA compliant drinking fountains	None	Improve accessibility	None	Medium	Library	1998
	Drainage piping	Miscellaneous	Not determined	Fair	Repair or replace as determined by test.	None	Maintain system reliability	None	High	Library	
Sump Pump	Sewage ejector	Duplex pump	Same	Fair but has exceeded life expectancy	Replace	None	Maintain system reliability	None	Medium	Library	
	Sump Pump	Duplex pump	Same	Fair but has exceeded life expectancy	Replace	None	Maintain system reliability	None	Medium	Library	

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New York Office										Library Appendix A	
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
6 FIRE PROTECTION											
Sprinklers	1 st Basement				Install new sprinklers	None	Reduce fire risk	None	High	Library	
	1 st through 4 th floors				Install new sprinklers	None	Reduce fire risk	None	High	Library	
Stack and new	Stack and new	CO system	Same	Not functional	Install clean agent system	None	Reduce fire risk and damage to documents	None	High	Library	
Standpipes	Roofs	Steel pipe	Same	Fair	Repair or replace as determined by test	None	Maintains system usability	None	High	Infrastructure	
Mains	Mains	Steel pipe	Same	Fair	Repair or replace as determined by test	None	Maintains system usability	None	High	Infrastructure	
Fire extinguishers	NA	NA	NA	Coverage is inadequate	Add extinguishant to provide sufficient coverage	None	Reduce fire risk	None	High	Library	
7 VERTICAL TRANSPORTATION											
Passenger elevators	2-1000 lb elevators				Replace elevators	None	Upgrade equipment to current standards	None	Medium	Library	
Freight elevator	1-3,500 lb automatic elevator	Same	Same	Fair	Convert to ADA compliant freight passenger elevator	None	Improve accessibility	None	High	Library	
Life support systems	None	None	None	No interface with fire alarms	Tie elevators to fire alarm system	None	Provides automatic recall for improved life safety	None	High	Library	
Remote monitoring	None	None	None	Not centrally monitored	Provide web-cam and remote monitoring	None	Improves energy efficiency	None	Low	Library	
8 COMMUNICATIONS & TECHNOLOGY											
Infrastructure	See Secretariat report	NA	NA	NA	See Secretariat report	NA	NA	NA	NA	—	
Reprints, etc.											
9 CONTROLS											
Building Management Controls	Pneumatic	Same	Same	Air leakage causes control problems	Tie Library to central BMS	None	Efficient management, energy conservation	None	High	Library	
10 ENVIRONMENTAL											
Miscellaneous Material Storage	Miscellaneous	NA	NA	No secure standard for storage	Provide lockable storage cabinets	None	Increase staff safety	None	Low	Operational Budget	
Air Quality	Miscellaneous	NA	NA	No reported deficiencies	Remove all ACM from Library	NA	Reduce risk to staff	None	NA	—	
Asbestos	Miscellaneous	Insulation, flashing, etc.	Same	Currently non-habitable	1. UAI may retain ACM not disturbed during construction.	1. UAI may retain ACM not disturbed during construction.	1. Reduce staff exposure to friable ACM.	1. Friable activities may require removal of remaining ACM.	Medium	Library	
Drinking water	NA	NA	Good		None	NA	Staff health	None	NA	—	
Lead paint	Miscellaneous	Lead paint	Same	Valid	Abate lead when paint is disturbed during construction	None		None	Medium	Library	

NORTH LAWN EXTENSION - APPENDIX A: TABULATED DATA

PRIORITY LEGEND:

System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
1 ARCHITECTURAL	Roof										
	Waterproofing	Miscellaneous	Same	Good	Repair leaks when they occur	None	Maintain building envelope	None	Low	North Lawn Extension	North Lawn Extension
	Exterior Walls	Miscellaneous	Same	Good	Determine leak source; replace/abandon flashing	None	Maintain building envelope	None	Low	North Lawn Extension	North Lawn Extension
	Interior Spaces	Concrete, curtain wall	Same	Damaged at 3 rd Basement	Reduce damaged slits	None	NA	NA	NA	---	---
	Columns	VXT	Same	Good	Preserve, repair/replace	None	Maintain architectural finish	None	Low	North Lawn Extension	North Lawn Extension
	Callings	Concrete, CMU, metal partitions	Same	Fair	Preserve, repair/replace	None	Maintain architectural finish	None	Low	North Lawn Extension	North Lawn Extension
	Costs Compliance	Concrete, metal panels	Same	Fair	Remove staining of panels	None	Maintain architectural finish	None	Low	North Lawn Extension	North Lawn Extension
	Costs Compliance	Door removed	Refrid doors	Insufficient for separation from basements	Clear, automatic panels	None	Improve fire safety	None	Medium	North Lawn Extension	North Lawn Extension
	Costs Compliance	None	Same	No separation of paper from walls	Install automatic refid doors	None	Improve fire safety	None	Medium	North Lawn Extension	North Lawn Extension
	Costs Compliance	Mechanical housing storage separation	Same	Handicapped coverage and illumination	Install additional exit signs, repair existing	None	Improve fire safety	None	Medium	North Lawn Extension	North Lawn Extension
	Costs Compliance	Exit signs	Same	Handicapped coverage and illumination	Repair existing	None	Improve fire safety	None	Medium	North Lawn Extension	North Lawn Extension
	Costs Compliance	Fire Hoses	Same	Inadequate coverage	See Fire Protection recommendations	NA	NA	NA	NA	---	---
	Costs Compliance	100 ft. long hoses	Same	Inadequate coverage	See Fire Protection recommendations	NA	NA	NA	NA	---	---
	Handicapped Accessibility	Round knobs	Same	Not ADA compliant	Install lever hardware	None	Improve accessibility	None	Low	North Lawn Extension	North Lawn Extension
	Handicapped Accessibility	Signage	None	No accessible signage	Install signage	None	Improve accessibility	None	Low	North Lawn Extension	North Lawn Extension
	Handicapped Accessibility	Toilets	None	Not fully accessible	Provide accessible toilet on 2B	None	Improve accessibility	None	Low	North Lawn Extension	North Lawn Extension
	Handicapped Accessibility	Offices	Same	Not fully accessible	Make some offices and work areas accessible by widening aisles	None	Improve accessibility	None	Low	North Lawn Extension	North Lawn Extension
	Handicapped Accessibility	Machines, work areas	Same	Not fully accessible	Make some work areas accessible by widening aisles	None	Improve accessibility	None	Low	North Lawn Extension	North Lawn Extension
	Handicapped Accessibility	Reception counter	Same	Too high	Make a portion 36" high for disabled	None	Improve accessibility	None	Low	North Lawn Extension	North Lawn Extension
	Handicapped Accessibility	Reception counter	Same	No nearby drop-off area for disabled	Create accessible parking and drop-off zone in garage	None	Improve accessibility	None	Low	North Lawn Extension	North Lawn Extension
	Handicapped Accessibility	Loading dock	Same	No nearby drop-off area for disabled	Install ramps and non-slip surface	None	Improve accessibility	None	Low	North Lawn Extension	North Lawn Extension
	Handicapped Accessibility	Ramp, stairs	Same	No rail extensions, slippery surface	Install rails and non-slip surface to ramps, add rail extensions to stair rails	None	Improve accessibility	None	Low	North Lawn Extension	North Lawn Extension
	Handicapped Accessibility	Stairwell, Loading Dock	NA	No detectable warning for loading dock	Install warning strips	None	Improve accessibility	None	High	North Lawn Extension	North Lawn Extension
	Handicapped Accessibility	2B Water fountain	NA	Not accessible, no fountains on 3B	Install accessible fountains on 2B and 3B	None	Improve accessibility	None	High	North Lawn Extension	North Lawn Extension
	Handicapped Accessibility	3B/Telephones	NA	Not accessible	Install accessible telephone	None	Improve accessibility	None	High	North Lawn Extension	North Lawn Extension
	Handicapped Accessibility	Fire arms	NA	Not accessible	See Electrical recommendations	NA	NA	NA	NA	---	---
	Handicapped Accessibility	Locker rooms, toilets	Same	Not fully accessible	Improve accessibility by widening accessible showers, widening	None	Improve accessibility	None	Low	North Lawn Extension	North Lawn Extension

New York Office		North Lawn Extension Appendix A									
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMR Project	Non-CMR Project
2 STRUCTURAL											
Foundations	Footings, piers, slab on grade	Concrete, steel piles	Same	Good	During construction sample materials to determine engineering properties	None	Verify existing structural performance	None	Low	North Lawn Extension	
	Superstructure columns, floor, roof slab	Concrete	Same	Good	During construction sample materials to determine engineering properties	None	Verify existing structural performance	None	Low	North Lawn Extension	
	Expansion Joints	Sliding joint	Steel, concrete	Same	Good	Perform seismic risk analysis	None	Determine seismic risk	None	Low	North Lawn Extension
Develop set of loading drawings						None	Facilitate future modifications	None	Low	North Lawn Extension	
During construction verify functionality						None	Verify existing structural performance	None	Low	North Lawn Extension	
3 MECHANICAL											
Heating	Steam supply to AHU's	Pressure reducing valves, steam traps, air separator, heat exchanger, pumps	Same	Good	None	NA	NA	NA	NA	NA	
					Investigate leak reclamation of steam condensate	None	Reduce energy consumption	None	Low	North Lawn Extension	
Cooling	Document storage cooling Chilled water	2 - Direct expansion units Chilled water from Chiller #3 & #4	Same	Good	Replace units with conventional AHU's	None	Achieve acceptable interior conditions	None	High	North Lawn Extension	
					None	None	No reduction of load on central chillers	No reduction of load on central chillers	Low	North Lawn Extension	
Ventilation And Air Conditioning	Pressure balance	System pressure balance	NA	Good	1. Install desiccant cooling plant	1. High payback period	1. Reduce load on chillers	1. High payback period	Medium	North Lawn Extension	
					Provide design and wetbulbs between conditioned and unconditioned spaces	None	Achieve acceptable interior conditions	None	Medium	North Lawn Extension	
					1. Install fire dampers on air intakes	None	Improve fire safety	None	Medium	North Lawn Extension	
General	Equipment	Miscellaneous	Same	Good	1. Insulate supply ducts	None	Reduce health risk	None	Medium	North Lawn Extension	1999
					2. Insulate return ducts	None	Maintain system reliability	None	Low	North Lawn Extension	
4 ELECTRICAL											
Low Voltage System	Partitions, switchboards, motor control centers, bus ducts	Miscellaneous	Same	Good	1. Replace equipment within the 25 year term of the LTUMP	None	Maintain system reliability	None	Low	North Lawn Extension	
					See Secretariat report	NA	NA	NA	NA	NA	
Emergency Stand By Power	Emergency power supply & distribution	Miscellaneous	Same	Inadequate	Replace with T8 lamps and electronic ballasts	None	Achieve recommended light levels, reduce energy use	None	High	North Lawn Extension	1998, 1999
					Replace with T8 lamps and electronic ballasts	None	Achieve recommended light levels	None	High	North Lawn Extension	
Artificial Lighting	Lighting fixtures general	Fluorescent F-40 with magnetic ballasts	Same	Inadequate	Replace with T8 lamps and electronic ballasts	None	Achieve recommended light levels	None	High	North Lawn Extension	
					Replace with T8 lamps and electronic ballasts	None	Achieve recommended light levels	None	High	North Lawn Extension	

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One Airport Plaza

New York Office		North Lawn Extension Appendix A										
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project	
1.0 ENVIRONMENTAL												
Hazardous Material Storage	Water discharge	Fun, plate and protection	NA	Discharged to NYC sewer system	Pre-treatment may be required.	None	Maintain environmental standard	None	High	North Lawn Extension		
	Flammable materials	Storage cabinets	NA	Not vented to atmosphere	Vent cabinet to atmosphere properly label.	None	Increase life safety	None	High	North Lawn Extension		
	Eyewash stations	Eyewash station	Same	Does not meet OSHA standards	Provide adequate eyewash facilities at appropriate locations	None	Increase life safety	None	High	North Lawn Extension		
	Drum storage	55 gallon drums	NA	No specific storage area	Build fire-proof storage room for large quantity storage	None	Increase life safety	None	High	North Lawn Extension		
	Spills	NA	NA	No spill prevention measures	Build spill containment facilities	None	Prevent hazardous materials from getting into sewer system	None	High	North Lawn Extension		
	Air Quality	Vehicle exhaust	NA	Carbon monoxide drawn in from pressure differentials into ALE	See Mechanical recommendations	NA	NA	NA	NA	NA	---	
	Absorbents/Absorbers	Material	Same	Non-leakable, may be disrupted by construction	Remove VAT.	None	Increase staff safety	Medium	Medium	North Lawn Extension		
Water Quality	Drinking water	NA	NA	Satisfactory	Continue testing. See Plumbing recommendations.	NA	1. Reduces staff exposure to asbestos activities as long as proper placement of remaining ACM.	1. Future activities may require placement of remaining ACM.	NA	NA	---	

Over Ayles & Partners

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SECRETARIAT - APPENDIX A: TABULATED DATA									
New York Office									
SECRETARIAT Appendix A									
PRIORITY LEGEND: High: Items which have exceeded planned life expectancy or pose a safety risk. Medium: Items which will reach design life by 2010 and are functional. Low: Items which are functional and in good condition or posing a minor operational problem or risk. Note that some Low Priority items will be done at the same time as high or medium priority items to minimize disruption and construction phasing premiums.									
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status
Non-CAMP Project									
1. ARCHITECTURAL									
Site	Gravel/sealants	Varied	N/A	Many surface sealant failings	Replace failing sealants	None	Extend building life	None	Secretariat
Roofs	Main roof/roof membrane	Elastic bitum. troweled on membrane	Quarry tile on bulk-up roofing	Ponding, trapped water	Remove all roofs down to roof deck and install new roof	None	Extend building life	None	Secretariat (2020)
	Main condiments and vents	1 stage drains, vent caps	Same	Blocked infrequent drains, missing vent caps	Add more efficient drains with positive slope to drain, remove vent caps	None	Extend building life	None	Secretariat (2020)
	Perforated roof membrane	Built-up with stone ballast	Not determined	Leaks noted	Replace roof	None	Extend building life	None	Secretariat (2020)
	Perforated roof membrane	Metal attachment, joints	N/A	Leaks through joints, damage caused by miscellaneous metal attachments	Replace metal joints with sealant, remove abandoned metal attachments and patch roofing	None	Extend building life	None	Secretariat (2020)
Waterproofing	Throughout/Flashings, sealants/weeps	Various	Same	Sealant failures noted throughout damaged flashing, missing sealant, weeps blocked	Replace sealants, repair flashing/weeps using appropriate materials	None	Extend building life	None	Secretariat (2020)
Exterior walls	North & South Walls	Vermont Marble	Same	Building sealants, cracked corners, no weeps	Install sealant joint with flashing and weeps at floor line.	None	Extend building life	None	Secretariat
	North & South parapet flashing	Sliding beam, masonry	Same	Spalled cracked sealant, cracked joint	Replace flashing sealants, repair cracks or replace	None	Extend building life	None	Secretariat (2020)
	East & West Walls	Aluminum, glass, wire glass	Same	Film on east elevation, miscellaneous sealants in place, testing at sills and corners, no weeps, clogged weeps.	Remove film; replace sealants; repair sill jacking; replace and unplug weeps.	None	Extend building life	None	Secretariat
Interior	East & West Wall / parapet/corings	Metal, masonry	Same	Numerous cracks noted, leak at metal coping	Remove, replace flashing, repair masonry cracks.	None	Extend building life	None	Secretariat (2020)
1 st Basement/Floors	1 st Basement/Floors	Terrazzo/VAT	Same	Far	None	N/A	N/A	N/A	---
1 st Basement/Walls	1 st Basement/Walls	Plaster, glass, travertine	Same	Plaster damaged, spalled, separation, traveling good	Paint plaster, replace glass walls	None	Retain architectural finish, provide for separation	None	Secretariat
1 st Basement/Ceilings	1 st Basement/Ceilings	Plaster, Metal Panel	Same	Plaster fill, metal panels need repainting	Replace to facilitate installation of new services.	None	Retain architectural finish	None	Secretariat
1 st Floors	1 st Floors	Terrazzo	Same	Small cracks at columns, started up at southwest end/entrance, concrete galls	None	N/A	N/A	N/A	---
1 st Floor/Walls	1 st Floor/Walls	Plaster, stone, glass	Same	Chipped stone at columns, end/entrance, concrete galls	Repair chipped stone; repair concrete galls	None	Retain architectural finish	None	Secretariat
2 nd Floors	2 nd Floors	Terrazzo, VAT, carpet	Same	Inadequate for separation between Secretariat and Conference Building	Provide for separation between Conference Building and Secretariat	None	Increase fire safety	None	Secretariat
2 nd Floor/Walls	2 nd Floor/Walls	Glass, metal partitions, plaster	Same			None			

New York Office										Secretariat Appendix A	
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	Comp Project	Non-Comp Project
1 ARCHITECTURAL, cont'd											
	2 nd floor ceilings	Perforated metal plaster	Same	Damaged metal panels by partition removal	Replace to facilitate installation of new services.	None	Retain architectural finish	None	Low	Secretariat	
	3 rd , 4 th floors/walls	Terrazzo, VAT	Same	Terrazzo good; VAT dented and worn.	Replace VAT	None	Restore architectural finish	None	Low	Secretariat	
	3 rd , 4 th floors/walls	Plaster, metal partitions glass	Same	Needs repainting	Repairs with metal stud and drywall for new construction	None	Restore architectural finish	None	Low	Secretariat	
	3 rd , 4 th floor/ceilings	Perforated metal	Same	Fair, some soiling	Repairs to ceiling, install new services	None	Retain architectural finish	None	Low	Secretariat	
	Typical floors/floors	VAT, carpet, terrazzo	Same	Terrazzo good; VAT dented and worn, carpet worn in places	Replace VAT and carpet as required	None	Retain architectural finish	None	Low	Secretariat	
	Typical floors/walls	Plaster, metal partitions, drywall, travertine	Same	Chipped, soiled travertine; plaster base molding, repair, scratched connector covers.	Repair travertine; install new plaster base molding; repair, replace base molding.	None	Retain architectural finish	None	Low	Secretariat	
	Typical floors/ceilings	Perforated metal panels, plaster	Same	Metal stained; plaster damaged; metal studs as mismatched; plaster patched, peeling paint.	Replace metal ceiling; repair plaster and studs as required for splicing.	None	Retain architectural finish	None	Medium	Secretariat	
	Passenger elevators / lifts	Wood paneled walls, stainless steel control panel	Not determined	Good with some minor damage to the wood rails	Refinish when adjacent to new construction	None	Retain architectural finish	None	Low	Secretariat	
	Freight elevators / loading docks	Plaster, drywall, VAT floors	Same	Wet worn finish, dented	Repair damage	None	Retain architectural finish	None	Low	Secretariat	
	Interior partitions	Wood panel	Same	Fair	Replace when adjacent to new construction	None	Improve for appearance and performance	None	Low	Secretariat	
	Doors and hardware	Hollow metal, round knobs, door closers	Same	Teal doors dented, door closers too strong, some doors not smoke or fire rated	Repair or replace doors with properly rated doors; tel doors to proper force.	None	Retain architectural finish, improve life safety and accessibility	None	Low	Secretariat	
	Light Fixtures	Egg circle diffusers	Same	Poor	See Electrical Recommendations	N/A	N/A	N/A	N/A	---	
Code Compliance	Fire Separation	N/A	N/A	No fire separation between Secretariat and Library, between Annex and Conference Building.	Install required fire rated assemblies, or install sprinklers.	None	Improve life safety	None	High	Secretariat	
	Sprinklers	N/A	N/A	N/A	See Fire Protection Recommendations	N/A	N/A	N/A	N/A	---	
	Spandre windows	Wire glass, plate glass	Wire glass	Replacements have not been made	Replace in future with wire glass	None	Improve life safety	None	Low	Secretariat	
	Corridors	Wood panels	Same	Not fire rated where distance to exits is more than 50 feet.	Install fire rated partitions	None	Improve life safety	Revised corridor design. May limit office layout.	High	Secretariat	
	Fire exits to Library	N/A	N/A	Not sprinklered; not 2-hour protected.	See Fire Protection Recommendations.	N/A	N/A	N/A	N/A	---	
	Door hardware	Round knobs	Same	Inaccessible	Install lever arm handles	None	Improve accessibility	None	Low	Secretariat	
Handicapped Accessibility	Toilets	Vestibules, walls, fixtures	Same	Most toilets inaccessible	Install accessible toilets where feasible	None	Improve accessibility	None	Medium	Secretariat	
	Public Telephones	Venues	Not determined	Not accessible	Install accessible telephones	None	Improve accessibility	None	Low	Secretariat	

New York Office										Secretariat/Appendix A	
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	Cmp Project	Non-Cmp Project
1 ARCHITECTURAL, cont'd											
Drinking fountains											
	Vases	Not determined	Not determined	Not accessible	See Accessibility Recommendations	N/A	N/A	N/A	N/A		
Door openings											
	Some have less than 32" opening	Some	Some	Not accessible	Widen openings where possible to 32" with 8" clearance on latch side	None	Improve accessibility	None	Medium	Secretariat	
Signage											
	Lobby escalator doors	Vases	None	Indiscrete ADA signage	Do full signage program	None	Improve accessibility	None	Medium	Secretariat	
Counters											
	Glass door	Vases	Same	Not accessible	Install power assist doors	None	Improve accessibility	None	Low	Secretariat	
	Vases	Same	Same	Too high	Lower portions of counters to accessible height of 36"	None	Improve accessibility	None	Low	Secretariat	
Elevator controls											
	Miscellaneous	Not determined	Not determined	Not fully accessible	Complete installation of accessible controls and signage	None	Improve accessibility	None	Low	Secretariat	
Door to Library											
	Revolving doors	Same	Same	Not fully accessible	Install accessible door	None	Improve accessibility	None	Low	Secretariat	
2nd and 4th Floor											
	Conference building in Secretariat access	Same	Same	Not accessible	Provide ramp or chair lift	None	Improve accessibility	None	Low	Secretariat	
Stair lifts											
	Fix stairs	Same	Same	Not determined	See Electrical Recommendations	N/A	N/A	N/A	Low	Secretariat	
Office desks, shelving units											
	Office desks, shelving units	Vases	Not determined	Some aisles are less than 36" clear	Reposition cubicles and furniture to 36" clearance	None	Improve accessibility	None	Medium	Operating Budgets	
Ramped floors											
	Vases	Not determined	Not determined	8' doors not accessible	Install ramps and lifts	None	Improve accessibility	None	Medium	Secretariat	
Double Leaf doors											
	Vases	Not determined	Not determined	Many do not have 32" clear opening full	Replace with doors with at least 32" clear opening or provide staff to assist	None	Improve accessibility	None	Low	Secretariat	
Escalators											
	N/A	N/A	N/A	Low: Headroom area not barred	Install guard rails where headroom is less than 80"	None	Improve accessibility	None	Low	Secretariat	
Press media booths											
	Miscellaneous	Not determined	Not determined	Cubicles too narrow, counters too high, racks too high	Make booths and racks accessible	None	Improve accessibility	None	Low	Secretariat	
2 STRUCTURAL											
Foundation											
	Reinforced concrete	Same	Same	Good	Sample and test concrete and rebar at existing construction above.	None	Verify structural condition and capacity	None	Low	Secretariat	
Footing walls											
	Same	Same	Same	Good	Sample and test concrete and rebar at access during construction above.	None	Verify structural condition and capacity	None	Low	Secretariat	
Super-structure											
	Slabs	Reinforced concrete with mesh	Same	Good	Sample and test concrete and rebar at access during construction above.	None	Verify structural condition and capacity	None	Low	Secretariat	
Columns and beams											
	Steel	Same	Same	Good	Sample and test concrete and rebar at access during construction above.	None	Verify structural condition and capacity	None	Low	Secretariat	
Live loads											
	Vases	N/A	N/A	N/A	Develop set of drawings indicating allowable live loads for building	None	Facilitate future changes of use and modifications	None	Low	Secretariat	
Plumbing/Expansion joints											
	Steel roller bearings	Same	Same	Good	Verify function as construction starts allows	None	Verify structural performance	None	Low	Secretariat	

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Secretariat Appendix A											
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	Comp. Project	Non-Comp. Project
4 ELECTRICAL, cont'd											
Bonding emergency power distribution system	Emergency Generator	250KW T38KV, 480V, and 800KW diesel generators	Not determined	Insufficient capacity; insufficient fuel capacity	Install new 480V generators of sufficient capacity and load distribution	None	Increase life safety and reliability	None	High	Secretarial	1993
Underground cable	400 hertz machine power supply	Machine motor generation based UPS sets	None	Good	Provide new central UPS	None	Insures power to no break services	None	Medium	Secretarial	
Artificial lighting system	Ceiling lighting/ controls	Fluorescent fixtures, locally switched	Same	Insufficient light levels in some areas	Install energy efficient fixtures; install centralized lighting control system	None	Reduce energy use; improve staff comfort	None	High	Secretarial	
	Egress lighting	Fluorescent and incandescent	Not determined	Insufficient light levels in some areas	Install new high efficiency fluorescent fixtures and add additional fixtures as required for light levels.	None	Increase life safety	None	High	Secretarial	
Fire alarm system	Fire alarm system	Firecom 8000s Pyrotronics system	Not determined	Not expandable; not ADA compliant; limited coverage; not adjustable; inadequate interface with mechanical system	Install new fire alarm system	None	Increase life safety	None	High	Secretarial	
Lighting protection system	Lighting protection system	None	Same	No lighting protection of structure	Install new lighting protection system	None	Provide protection of structure	None	Medium	Secretarial	
5 PLUMBING											
Water system	Distribution piping	Copper	Same	Fair. Will soon exceed life expectancy	Replace as determined by test	None	Maintain system reliability	None	Medium	Secretarial	
	Toilet Fixtures	Valves	Same	Not ADA compliant; not water efficient	Replace to provide accessible, efficient fixtures	None	Increase accessibility; reduce water usage	None	Low	Secretarial	
	Mechanical equipment & irrigation/water supply	Valves	Same	No backflow devices	Install backflow prevention devices	None	Eliminate risk of contaminating water system	None	High	Secretarial	
	Drinking fountains	Valves	Not determined	Not ADA compliant	Install accessible fountain	None	Increase accessibility	None	Low	Secretarial	
	Domestic water heaters	Steam fired heaters	Same	Exceeds life expectancy not energy efficient	Install new energy efficient heaters	None	Reduce energy use	None	Medium	Secretarial	
	Gravity tanks	Steel tanks	Same	Outer coating flaking off	Test tanks; replace if required.	None	Maintain system reliability	None	Medium	Secretarial	
Sanitary System	Drainage Piping	Valves	Same	Clogging a problem under test; not sloped properly.	Replace as determined by test; replace under test and accessible standpipes and drains; provide add redrains	None	Maintain system reliability	None	High	Secretarial	
Storm Drainage	Drainage Piping and not drains	Valves	Same	Good	Replace as determined by test; provide house drain; replace roof drains	None	Maintain system reliability	None	Low	Secretarial	
6 FIRE PROTECTION											
Sprinkler System	1 st Basement through Penthouse levels	Partial sprinklers.	Same	Inadequate coverage; exceeds ending life expectancy	Install new sprinklers on all floors; new testing and inspection of the existing standpipe system including pumps as required	None	Reduce fire risk	Ceilings in offices will be lowered 6 inches	High	Secretarial	
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Secretariat Appendix A											
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	Comp Project	Non-Comp Project
9 COMMUNICATIONS & TECHNOLOGY ASSESSMENT, cont'd											
Cabling System	Communications Cabling	Various	N/A	Original cabling abandoned in place.	Install new cabling plant of cat 5, 5e and higher, and fiber optic cabling; remove abandoned cabling.	None	Anticipate emergency technologies.	None	High	Secretariat	
Telephone Systems	Main Service	16,000 port PABX	Not determined	Manufacture will not support system after 2003. UN plans replacement in 2000.	Coordinate replacement with new communications infrastructure.	None	Eliminate need for separate cable plant.	Replacement schedule may be delayed.	High	Secretariat	
Data Communications Systems	LANS & WANS	Shared media access	N/A	UN plan to migrate to frame-relay switching.	Coordinate replacement with new communications infrastructure.	None	Reduce later costs.	None	High	Secretariat	
10 CONTROLS											
System Controls	MER/Equipment controls, Inhibition Units, Heat exchanger, AHU's	Pneumatic, some ODC, pneumatic valves, dampers & thermostats	Pneumatic	No backup for central control and monitoring; aging system.	Install DDC based Building Management System.	None	Conserve energy; reduce system reliability; improve occupant control.	None	High	Secretariat	
11 ENVIRONMENTAL ASSESSMENT											
Hazardous Material Storage & disposal	33 rd & 41 st floors	Ethylene glycol	N/A	No secondary containment	Build secondary containment for hazardous waste storage area; provide spill clean-up kit.	None	Reduce risk of injury or contamination.	None	High	Secretariat	
Non-Hazardous Material Storage & Disposal	Throughout/8th floors	Lead ballasts	N/A	Discarded without proper documentation	Dispose of lead ballasts	None	Reduce environmental contamination	None	High	Secretariat	Operating Budget
	Throughout various materials	Various storage areas	N/A	No secure storage	Install lockable cabinets	None	Reduce risk of injury or contamination	None	Medium	Secretariat	Operating Budget
	8 th floor	Miscellaneous	N/A	No written plan; MSDS's not updated	Implement a written plan; initiate updating system for MSDS's	None	Insure proper disposal; reduce risk of injury	None	Medium	Secretariat	Operating Budget
Drum Handling & Disposal	Throughout/Miscellaneous materials	55 gallon drums	N/A	No program for storage or disposal in place	See recommendations for hazardous waste storage and disposal	N/A	N/A	N/A	N/A	—	
Air quality concerns	33 rd Floor/Respirable Suspended Particulates	RSP levels, CO levels	N/A	Exceeds guidelines	Install air cleaners or implement other methods to reduce RSP's	None	Improve occupant health	None	High	Secretariat	
	20 th floor/CO levels	CO levels	N/A	Exceeds guidelines	Increase ventilation air	None	Improve occupant health	None	High	Secretariat	
	Various locations/Temperature	Temperature ranges	N/A	Exceeds guidelines	Implement HVAC changes. See Mechanical Recommendations	N/A	N/A	N/A	N/A	—	

New York Office		Secretariat Appendix A									
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	Cmp Project	Non-Cmp Project
11 ENVIRONMENTAL ASSESSMENT, cont'd											
Asbestos Abatement	Throughputward materials	Asbestos containing materials (ACM)	Same	Examine ACM throughout	Remove all asbestos containing materials	1. As a cost savings UN may leave ACM in place in good condition in non-trifling and non-essential construction activities will not disturb.	1. Saves removal cost, retains original architectural elements	1. Asbestos monitoring may still be required during future alterations.	High	Secretariat	
Fuel Oil storage - generators	28" Four/Decet	Baril tank Storage	N/A	No outside spillage, insufficient storage	Provide subleak, and fire, etc Electrical Recommendations	None	Increases system reliability, reduce fire contamination	None	High	Secretariat	
Drinking Water	Throughputward quality	N/A	N/A	Good	None	NA	NA	NA	NA		

SOUTH ANNEX - APPENDIX A: TABULATED DATA												South Annex Appendix A
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMF Project	Non-CMF Project	
PRIORITY LEGEND: High: Items which have exceeded planned life expectancy or pose a safety risk. Medium: Items which will reach design life by 2010 and are functional. Low: Items which will reach design life after 2010, are functional and in good condition or posing a minor operational problem or risk. Note that some Low Priority items will be done at the same time as high or medium priority items to minimize disruption and construction phasing premiums.												
1 ARCHITECTURAL												
Roofs	Roof	Ball-up roof	Same	FAIR	Replace roof in 2010	None	Extend building life	None	Low	South Annex (2010)		
	Flashing and sealants	Shingles steel, elastomeric	Same	Sealant deteriorating, weathered flashing	Replace sealant and flashing	None	Extend building life	None	High	South Annex		
Interior Spaces	Expansion joint	Metal flashing	Same	Gap in flashing	Repaired during investigative phase	NA	NA	NA	NA			
	Coping stones	Marble	Same	Failed sealants	Remove coping, refinish and seal joints	None	Maintain enclosure integrity	None	High	South Annex		
	Stair door	Metal	Same	Corroded frame, no flashing	Install flashing; replace door	None	Maintain enclosure integrity	None	Medium	South Annex		
	Stair walls, steps	EFS	Same	Spalling and cracking	Repair loose steps, repair damaged walls	None	Maintain enclosure integrity	None	Medium	South Annex		
	Quarrel posts	Metal guardrails in patch pockets	Same	Loose	Grout joints	None	Maintain enclosure integrity	None	Medium	South Annex		
	1 st Basement kitchen/ Ceiling	Plaster	Same	Water staining	Investigate cause of leak, repair	None	Maintain enclosure integrity	None	Medium	South Annex		
	Masonry	Limestone	Same	Minor spalling	Determine cause, repair as necessary	None	Maintain enclosure integrity	None	Medium	South Annex		
	Wesp. tubes	Plastic	Same	Some extend more than others	Inspect tubes to insure functionality	None	Maintain enclosure integrity	None	Medium	South Annex		
	Masonry	Limestone	Same	Scaled	Clean	None	Retain architectural finish	None	Low	South Annex		
	Window mullions, sills	Aluminum	Same	Failed coatings	Recoat	None	Retain architectural finish	None	Low	South Annex		
Interior Spaces/ Corrid.	1 st Floor	Very abrasion resistant carpet/marble	Same	Some worn tiles	Replace worn floor tiles	None	Retain architectural finish	None	Medium	South Annex		
	1 st Floor	Metal partitions/ tile	Same	Good	None	NA	NA	NA	NA			
	1 st Floor Ceilings	Plaster/metal panels/ in tile in lobby	Same	Poor	Replace ceiling	None	Restore architecture finish	None	Medium	South Annex		
	1 st Floor Floors	Ceramic tile carpet	Same	Fair to poor	Replace tile and carpet	None	Retain architectural finish	None	Medium	South Annex		
	1 st Floor Walls	Plaster/drywall	Same	Fair, some worn areas	Replumb and repaint	None	Retain architectural finish	None	Low	South Annex		
	1 st Floor Ceilings	Plaster/drywall aluminum slat/ acoustic tiles	Same	Fair	Replumb and repaint	None	Retain architectural finish	None	Medium	South Annex		
	Fire separation with Secretariat	Glass doors	Same	Inadequate fire separation	Install roll down shutters	None	Occupant safety	None	High	South Annex		
	1 st Floor Ceilings	Partial sprinkler coverage	Same	Inadequate coverage	See Fire Protection recommendations	NA	NA	NA	NA			
	Exit	Exit stairs from 1 st Floor to 1 st Floor	Same	Violates code, does not meet requirements	Install new protected exit at grade	None	Occupant safety	Could require substantial architectural change	Medium			
	1. Inspect sprinkler protection for code at grade exit. 2. Least architectural impact. 1. None											
South Annex												
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System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
1	ARCHITECTURAL cont'd. Handicapped Accessibility										
	Sanitary counters	4"x7" high counters	Same	Height exceeds ADA requirements.	Lower some counters	1. Provide signage and state handicapped are handicapped when required. None	Improve access	Cost	Low	---	---
	Door Hardware	Round knobs	Same	Not in compliance with ADA requirements	Install lever hardware	None	Improve access	None	Low	South Annex	
	Signage	Miscellaneous	NA	Inadequate signage	Install access signage	None	Improve access	None	Low	South Annex	
	Fire alarms	None	None	No fire alarms	See Electrical recommendations	NA	NA	NA	NA	---	
	Ramp handrails	None	None	No handrails at ramps	Install handrails at ramps	None	Improve access	None	Low	South Annex	
	Doors	Width less than 32"	Same	Openings too narrow	Wider doors where structurally feasible	None	Improve access	None	Low	South Annex	
	Toilets	None	None	No nearby accessible toilet	Install accessible toilet fixtures	None	Improve access	None	Low	South Annex	
2	STRUCTURAL										
	Foundations	Footings and piles	Concrete/steel	Good	During future construction verify foundations and footings	None	Verify structure adequacy	None	Low	South Annex	
	Superstructure	Seismic risk	NA	Building seismic resistance unknown	Verify seismic resistance, perform seismic analysis	None	Determine seismic risk	None	Low	South Annex	
	Wind loads, gravity loads	NA	NA	Actual loads unknown and poorly documented	Perform wind tunnel study, develop loading drawings	None	Verify existing design and facilitate future repairs	None	Low	South Annex	
	Expansion joints	Steel sliding joint	Same	Potentially corroded due to past leaks	During future construction inspect and verify operation	None	Insure structural performance	None	Low	South Annex	
3	MECHANICAL										
	Mechanical	Kitchen/Air Quality	NA	Kitchen odors leak out	Maintain kitchen under negative pressure	None	Improve air quality	None	Medium	South Annex	
	Intake / Exhaust / Fresh air intakes louvers	NA	NA	No fire dampers	Add fire damper at south intakes	None	Increase fire safety	None	Medium	South Annex	
	Smoke purge	NA	NA	No automatic smoke purge	Install mechanical smoke purge system	None	Increase fire safety	None	Medium	South Annex	
	Equipment & piping	Miscellaneous	Same	Good but will exceed design life within next 25 years	Replace equipment on a regular basis	None	Maintain system reliability	None	Low	South Annex (COP)	
4	ELECTRICAL										
	Incoming Service	See Secretariat report	NA	NA	See Secretariat report	NA	NA	NA	NA	---	
	Low Voltage System	Panelboards	Same	Limited extra circuits	Install new panelboards	None	Able for future expansion	None	Low	South Annex	
		Feeder cables, branch wiring	Same	Functional but will exceed design life within 25 years	Replace switchboards, wiring, circuit breakers, meter control centers	None	Maintain system reliability	None	Low	South Annex	
	Emergency Power	Emergency stand-by power	NA	Inadequate emergency power	See Secretariat report	NA	NA	NA	NA	---	

New York Office											South Annex/Spendix A
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
4 ELECTRICAL cont'd.											
Artificial Lighting Systems	Ceiling fixtures	Fluorescent, magnetic ballasts	Same	Inadequate light levels, inefficient lamps	Install LED lamps with electronic ballasts	None	Lower energy, maintenance costs	None	Medium	South Annex	
Fire Alarm/Detection Systems	Fire alarm/detection system	None	None	No detection devices	Install code compliant alarm system	None	Occupant safety	None	High	South Annex	
Fire Suppression Systems	Fire suppression protection system	None	None	No system in place	Install fire-suppression system as part of new Secretariat system.	None	Protected structure	None	Low	South Annex	
5 PLUMBING											
Domestic Water	Distribution	Copper	Same	Good. Exceeds life expectancy.	Repair or replace as determined by test.	None	Maintain system	None	Low	South Annex	
	Water connection to HVAC equipment.	Copper	Same	Good. Lack back flow prevention device.	Install backflow prevention device.	None	Prevent contamination of building water supply	None	High	South Annex	
	Fountains, water fountains	Valves	Same	Do not comply with water conservation & ADA requirements	Install new fixtures & shut-off valves.	None	Reduce usage and improve accessibility	None	Low	South Annex	
Gas	Water heater	Steam fired	Same	Exceeds life expectancy.	Replace with new.	None	Maintain system	None	Medium	South Annex	
	Incoming Service	Black Steel	Same	Signage does not comply with code.	Install signs for shut-off valve and on meter room door	None	Facilitate shut-down of service in the event of fire.	None	Medium	South Annex	
	Distribution	Black Steel	Same	Signage does not comply with code.	Install signs for kitchen shut-off valve.	None	Facilitate shut-down of supply in the event of fire.	None	Medium	South Annex	
Storm Drainage	Drain Lines	Cast iron	Same	Good. Will exceed life expectancy within 25 years	Repair or replace as determined by test.	None	Maintain system	None	Low	South Annex	
	Drains	Valves	Same	Good. Will exceed life expectancy within 25 years	Repair or replace as determined by test.	None	Maintain system	None	Low	South Annex	
Sanitary Drainage	Drain & Vent Lines	Cast iron	Same	Good. Will exceed life expectancy within 25 years	Repair or replace as determined by test.	None	Maintain system.	None	Low	South Annex	
	Floor Drains	Cast iron	Same	Good. Will exceed life expectancy within 25 years	Repair or replace as determined by test.	None	Maintain system	None	Low	South Annex	
	Grease Interceptors	Valves	Same	Exceeds life expectancy, not efficient.	Replace with new.	None	Maintain system. Comply with code.	None	High	South Annex	
6 FIRE PROTECTION											
Sprinkler	Distribution	Steel	Same	Good. Exceeds life expectancy.	Repair or replace as determined by test.	None	Maintain system	None	Medium	South Annex	
	Heads	Valves	Same	Good. Exceeds life expectancy.	Repair or replace as determined by test.	None	Maintain system	None	Medium	South Annex	
	1 st floor & TB connecting tunnels to Distribution & hose station	NA	NA	Not fully protected by sprinkler system	Extend existing system and install sprinklers.	None	Provide automatic means of extinguishing fire.	Lower calling for sprinkler installation.	Medium	South Annex	
Standpipe system	Distribution & hose station	Valves	Unknown	Good	None	NA	NA	NA	NA	—	
Fire Extinguisher	Portable	Valves	Same	Inadequate coverage	Replace and extend coverage	None	Provide manual means of extinguishing fire	None	Medium	South Annex	
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South Annex Appendix A											
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
7 VERTICAL TRANSPORTATION											
Rise Quality	Freight elevator	14,000 lb. automatic freight elevator	Same	Floor leveling a problem; warm condition	Retubular elevator	None	Insure reliability	None	Medium	South Annex	
Energy Consumption	Central monitoring	None	Same	Not centrally monitored	Install remote monitoring	None	Improve life safety	None	Low	South Annex	
8 COMMUNICATIONS & TECHNOLOGY											
Infrastructure, cabling etc.	See Secretariat Report	NA	NA	NA	See Secretariat report	NA	NA	NA	NA	---	---
9 CONTROLS											
Mechanical Controls	Mechanical system controls	Pneumatic	Same	Not energy efficient	Install BMS	None	Decrease operating costs	None	High	South Annex	
10 ENVIRONMENTAL											
Non-hazardous chemical storage	Miscellaneous chemical storage	NA	NA	Not stored in lockable cabinets	Install lockable cabinets	None	Prevent unnecessary exposure	None	Low		Operating Budget
Air Quality	Carbon dioxide levels	NA	NA	Test indicate CO ₂ approaching unacceptable levels	Alert air intake to increase outside air	None	Improve air quality	None	Medium	South Annex	
	Tasting	NA	NA	No tests for dust, bacteria, asbestos	Test more than 1 location for dust, bacteria, asbestos, etc.	None	Improve air quality	None	Medium		Operating Budget
Asbestos	Flashing, roof felt, vinyl asbestos tile	Asbestos containing	Same	Non-fragile	Remove ACM when roof is replaced.	None	Insure staff safety	None	Medium	South Annex	
						1. For budget reasons UN asbestos may consider leaving non-fragile ACM in place who will not be disturbed during construction.	1. Reduces staff exposure to future asbestos; may require ad hoc asbestos removal of remaining ACM.				
Drinking Water	Water quality	NYC water	Same	Acceptable	Continue monitoring; increase tests samples	None	Insure staff safety	None	Medium		Operating Budget
Contaminant	Floor drains in McKen	NA	NA	Fats, oils, etc may exceed acceptable levels	See Plumbing recommendations	NA	NA	NA	NA	South Annex	Possible 2000-01

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UNITAR ASSESSMENT - APPENDIX A: TABULATED DATA				PRIORITY LEGEND:							
New York Office				High: Items which have exceeded planned life expectancy or pose a safety risk. Medium: Items which will reach design life by 2010 and are functional. Low: Items which will reach design life after 2010, are functional and in good condition or posing a minor operational problem or risk. Note that some Low Priority items will be come at the same time as high or medium priority items to minimize disruption and construction phasing premiums.							
System	Location	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
1 ARCHITECTURAL											
Building	Ownership	Original use and occupancy		Marginal	Evaluate energy functionality of the building in conjunction with an overall evaluation of the UN's space planning needs.		Prevent unnecessary maintenance costs.	None	High	—	
	Roofs	Main Roof	Built up system	Same	Ponding Water, deterioration, 5 year life expectancy	Replace roof.	None	1. Minimal upfront and operating costs 2. Maximizes the available space on the existing property. 3. UN might be able to develop another site, which is more suitable for its functional and space needs. 4. High upfront costs and limited market for the UNITAR site will restrict the economic return to the UN.	Medium	UNITAR	
		Main Roof/Cup	Copper	Same	Open in Spots	Replace/replace damaged flashing.	None	1. Minimal upfront and operating costs 2. Maximizes the available space on the existing property. 3. UN might be able to develop another site, which is more suitable for its functional and space needs. 4. High upfront costs and limited market for the UNITAR site will restrict the economic return to the UN.	Medium	UNITAR	
		Downage beams	Steel	NA	Rusting	Coat as part of roof replacement	None	1. Minimal upfront and operating costs 2. Maximizes the available space on the existing property. 3. UN might be able to develop another site, which is more suitable for its functional and space needs. 4. High upfront costs and limited market for the UNITAR site will restrict the economic return to the UN.	Low	UNITAR	
		Perimeter Roof	Built up system	Same	Leaking	Replace roof and add additional roof drain	None	1. Minimal upfront and operating costs 2. Maximizes the available space on the existing property. 3. UN might be able to develop another site, which is more suitable for its functional and space needs. 4. High upfront costs and limited market for the UNITAR site will restrict the economic return to the UN.	Medium	UNITAR	
		PH Roof/Cup	Asphaltic	Unknown	Leaking	Replace	None	1. Minimal upfront and operating costs 2. Maximizes the available space on the existing property. 3. UN might be able to develop another site, which is more suitable for its functional and space needs. 4. High upfront costs and limited market for the UNITAR site will restrict the economic return to the UN.	Medium	UNITAR	
		PH	Steel	Same	Rusting	Replace/replace corroded steel and apply protective coating	None	1. Minimal upfront and operating costs 2. Maximizes the available space on the existing property. 3. UN might be able to develop another site, which is more suitable for its functional and space needs. 4. High upfront costs and limited market for the UNITAR site will restrict the economic return to the UN.	High	UNITAR	
		1 st Floor Cladding	Marble	Unstone	Good, some open joints	Seal open joints	None	1. Minimal upfront and operating costs 2. Maximizes the available space on the existing property. 3. UN might be able to develop another site, which is more suitable for its functional and space needs. 4. High upfront costs and limited market for the UNITAR site will restrict the economic return to the UN.	Medium	UNITAR	
		Canopies	Mesh/plaster	Same	Roof leaks	Repair canopy leaks and subsequent damage	None	1. Minimal upfront and operating costs 2. Maximizes the available space on the existing property. 3. UN might be able to develop another site, which is more suitable for its functional and space needs. 4. High upfront costs and limited market for the UNITAR site will restrict the economic return to the UN.	Medium	UNITAR	
		Entry thresholds	Mail	Same	Damaged	Renew Thresholds	None	1. Minimal upfront and operating costs 2. Maximizes the available space on the existing property. 3. UN might be able to develop another site, which is more suitable for its functional and space needs. 4. High upfront costs and limited market for the UNITAR site will restrict the economic return to the UN.	Medium	UNITAR	
Exterior Walls		2 nd thru 4 th Floor	Cladding and south, brick west	Unstone	Good, minor cracking and leaks at windows and sealed joints	Repair cracks, seal open joints, monitor crack	None	1. Minimal upfront and operating costs 2. Maximizes the available space on the existing property. 3. UN might be able to develop another site, which is more suitable for its functional and space needs. 4. High upfront costs and limited market for the UNITAR site will restrict the economic return to the UN.	Medium	UNITAR	
		2 nd thru 4 th Floor	Steel single windows glazed	Same	Rusting around windows, leaking to interior	Replace windows	None	1. Minimal upfront and operating costs 2. Maximizes the available space on the existing property. 3. UN might be able to develop another site, which is more suitable for its functional and space needs. 4. High upfront costs and limited market for the UNITAR site will restrict the economic return to the UN.	Low	UNITAR	

UNITAR Appendix A

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New York Office		UNITAR Appendix A									
System	Location	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
	Perimeter parapets	Stone coping, brick on roof side	Same	Spalling brick in spots, leaks at coping joints	Repair spalling, repoint brick as part of roof replacement	None	Maintain watertightness of building envelope	None	Medium	UNITAR	
1 ARCHITECTURAL, CONT'D											
Interior Spaces	1 st Floor ceiling	Vaulted	Unknown	Good	None	NA	NA	NA	NA		
	1 st Floor walls	Plaster painted	Unknown	Good	None	1. Replace ceiling if sprinklers are installed. NA	1. Will allow consistent architectural upgrade. NA	1. None NA	Low	UNITAR	
	2 nd thru 5 th Floor/foos	Carpeted - 2,345	Unknown	Poor	Replace carpet	None	Maintain acceptable level of office appearance, reduce potential tripping hazard	None	Medium	UNITAR	1999
	945 V.A.T.4	Same	Good, some worn areas		Cover with carpeting where worn	None	Maintain acceptable level of office appearance	None	Low	UNITAR	
	2 nd thru 5 th Floor Walls	Plaster painted	Same	Some cracking	Repair cracks	None	Maintain acceptable level of office appearance	None	Medium	UNITAR	1999
	5 th Floor west wall	Plaster painted	Same	Horizontal crack	Repair crack	None	Maintain acceptable level of office appearance. Establish baseline condition for future monitoring	None	Medium	UNITAR	
	2 nd thru 5 th Floor Partitions	Metal-Ruamman	Unknown	Need patching/repainting	Upgrade to drywall	1. Leave as is and patch/paint 2. Replace with new drywall or modular system	1. Maintain a minimum level of office appearance 2. Can suit current usage and office layouts	1. Locations may not suit current needs 2. Cost	Medium		1999
	2 nd thru 5 th Floor Ceilings	Drywall painted	Unknown	Need patching/repainting	Upgrade	None	Maintain acceptable level of office appearance	None	Medium	UNITAR	1999
		Dropped/metal tile	Unknown	Damaged in areas	Replace	None	Maintain acceptable level of office appearance	None	Medium	UNITAR	
		Acoustical-glued to slab	Unknown	Some water damaged	Replace	1. Replace existing adhered tiles 2. Install dropped ceiling	1. Low cost 2. Improve appearance, provides a space for routing cabling, ductwork, and sprinklers	1. Cabling and ducts still exposed 2. High initial cost	Medium	UNITAR	
	Stairw/ Stairwell	NA	NA	Leaks in stairwell	Repair interior damage after roof repairs	None	Retain architectural finish	None	Low	UNITAR	
	Code Compliance	NA	NA	Doors swing into path of travel	Change door swing	None	Decrease life safety risk	None	High	UNITAR	

New York Office				UNITAR Appendix A							
System	Location/Item m	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
	Eads	NA	NA	Eads closer than code requires	Sprinkler upper floors	1. Obtain variance	Decrease fire risk 1. Lower costs	None 1. Fire risk remains	Medium	UNITAR	
	Toilets	NA	NA	Current number complies with code and is sufficient for occupancy	Limit population to 300 males and 175 females	None	Unit exceeds actual occupancy	None	Low	UNITAR	
	Handicapped 1 st Floor Accessibility	NA	NA	Inaccessible entries	Widen openings where structurally feasible	None	Increase accessibility	None	Medium	UNITAR	
	Door widths	NA	NA	Less than 32" clear	Widen openings where structurally feasible	None	Increase accessibility	None	Medium	UNITAR	
1 ARCHITECTURAL, CONT'D											
	Door hardware	NA	NA	Not accessible	Replace with level handles	None	Increase accessibility	None	Medium	UNITAR	1999
	Handicapped lavatory	NA	NA	Not on an accessible route	Make route accessible	None	Make toilet accessible	None	Medium	UNITAR	
	Signage	None	NA	NA	Aids accessibility signage for toilet and elevators	None	Improve accessibility	None	Medium	UNITAR	
	Elevators	NA	NA	Sizes of existing elevators are inaccessible	See Vertical Transportation recommendations	NA	NA	NA	NA	---	
2 STRUCTURAL											
	Foundations	Walls	Reinforced concrete	Same	Good	None	Establishes seismic risk of essential facility	None	Low	Basement	
		Pad footings	Reinforced concrete	Same	Good	None	Establishes seismic risk of essential facility	None	Low	Basement	
		Per footings	Reinforced concrete	Same	Good	None	Establishes seismic risk of essential facility	None	Low	Basement	
		Slabs on grade	3'-4" reinforced concrete	Same	Good	None	Establishes seismic risk of essential facility	None	Low	Basement	
	Super. structure	Columns	Steel	Same	Good	None	Establishes seismic risk of essential facility	None	Low	Basement	
		Floor framing	Steel	Same	Good	None	Establishes seismic risk of essential facility	None	Low	Basement	
		Floor slabs	Concrete	Same	Good	None	Establishes seismic risk of essential facility	None	Low	Basement	
		Perimeter walls	Brick and terra-cotta	Same	Good	None	Establishes seismic risk of essential facility	None	Low	Basement	
3 MECHANICAL											
	Mechanical Systems	Heating Boilers	2-1 Mbu gas steam boilers	Excellent	None	NA	NA	NA	NA	---	Done
		Perimeter Heating	Fin tube	Same	Exceeds life expectancy	Replace piping as determined by test	Maintain system operation	None	Medium	UNITAR	
See A/Cs & P/bers											
Page 3											

New York Office				UNITAR Appendix A							
System	Location	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
3 MECHANICAL, CONT'D	Control valves	Manually operated	Same	Exceeds life expectancy	Replace piping as determined by test	None	Maintain system operation	None	Medium	UNITAR	
	Cooling/Condensers	5-Air cooled @ 20 units each	Unknown	Excellent	None	NA	NA	NA	NA		
	Air handling units, 1 st Floor	Variable air volume unit in basement	Unknown	Constant volume exhaust fan creates pressure imbalances	Change exhaust to VAV	None	Eliminate pressure imbalances	None	Medium	UNITAR	
	Air handling units - 2 nd , 3 rd floors	Constant volume	Unknown	Good	None	NA	NA	NA	NA		
4 ELECTRICAL	1 st Floor/ Fresh intake tower	Unknown	Unknown	Located in well, which accumulate water. Not equipped with fire damper	Provide adequate drainage to well and access for cleaning. Add fire damper	None	Improve air quality, reduce fire risk	None	High	UNITAR	
	Exhaust fans	None	None	No bathroom exhaust fans	Install exhaust fans	None	Improve air quality	None	High	UNITAR	
	Exhaust fans	None	Unknown	Good	None	NA	NA	NA	NA		
5 ELECTRICAL	Power	200V terminated at distribution board in Basement	Unknown	Abandoned meters in electrical closet. Plumbing piping in electrical closet. Inadequate safety clearance	Remove abandoned meters. Provide separation between pipes and closet. Provide adequate clearance by relocating electrical closet.	None	Rationalize service, comply with Code. Increase safety.	None	Medium	UNITAR	
	Low voltage distribution	200V/120V from panels on 2 nd floor	Unknown	Exceeds life expectancy. Expansion limited.	Replace distribution boards, panel boards and cabling.	None	Enhance reliability	None	Medium	UNITAR	
	Emergency/standby system	NA	NA	Power supply for emergency lighting is by battery packs.	Provide central battery system	None	Reduce maintenance costs	None	Medium	UNITAR	
	Artificial Lighting	Mostly 4'x6' with magnetic ballasts	Unknown	Inadequate light levels in offices.	Replace fixtures, add lamps with T8 lamps and electronic ballasts	None	Decrease energy use, increase light levels	None	Medium	UNITAR	
	Fire Alarm System	Fire detection alarm	None	NA	Install Class E fire alarm annunciator system	None	Reduce fire risk	None	High		Done
	Smoke detection	Pull station in ductwork	None	Good	None	NA	NA	NA	NA		
	Lighting Protection	None	NA	NA	None	NA	NA	NA	NA		

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New York Office					UNITAR Appendix A						
System	Location	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	CMP Project	Non-CMP Project
5 PLUMBING											
Water Systems	Incoming service	3" main from NYC	Same	Good. Leads backflow prevention device.	Install backflow prevention device and basket-type strainers	None	Prevents contamination of city supplies.	None	Medium	UNITAR	
	Distribution piping	Copper	Same	Fair. Exceeds design life.	Replace and repair as determined by test	None	Maintains system reliability	None	Medium	UNITAR	
	Fixtures	Various	Unknown	Do not comply with conservation or ADA requirements	Install new fixtures and accessories	None	Reduce usage; increase accessibility	None	Medium	UNITAR	
	Drinking Fountains	Porcelain	Unknown	Do not comply with ADA requirements.	Install new bi-level fountains	None	Increase accessibility	None	Medium	UNITAR	
	1" Floor drain supply	Shut-off valve	Unknown	Not separated from building supply	Install isolation valve	None	Prevent contamination of domestic water supply	None	Medium	UNITAR	
Sanitary Systems	Main	8" combined sewer to NYC municipal sewer	Same	Good	None	NA	NA	NA	NA	---	---
	Distribution piping	Cast iron	Same	Good condition generally, but basement piping poorly repaired over the years.	Replace all sanitary piping in the Basement.	None	Maintain system reliability	None	Medium	UNITAR	
5 PLUMBING, CONT'D											
Storm Drainage	Basement/ Storm pump	Stainless steel pump	Unknown	Not alarmed and does not have automatic on/off control.	Install high water alarm and an automatic means of starting and shutting off the existing pump	None	Improve reliability and functionality at all times.	None	High	UNITAR	
	Main	8" combined sewer to NYC municipal sewer	Same	Good	None	NA	NA	NA	NA	---	---
	Main Roof Drain	1.5" drain	Same	Good, but no redundancy in case drain gets clogged.	As part of roof replacement install an additional 4" drain.	None	Reduce possibility of ponding loads on roof structure.	None	High	UNITAR	
	Patiohouse Roof Drain	None	Same	No drainage from roof.	As part of roof replacement install 2 drains.	None	Reduce possibility of ponding loads on roof structure.	None	High	UNITAR	
	Gas Systems	Basement/ Incoming service	3" main from Con Edison metered at Basement	Same	Meter room not properly identified; no ventilation provided to meter room	Provide proper signage on gas meter room door and install duct to outside.	None	Reduce fire risk	None	High	UNITAR
Emergency Shut-off valve	Basement/ Shut-off valve	Shut-off valve	Same	Not clearly identified	Provide Code-approved signs indicating location of emergency shut-off valve and meter room door and on the building exterior.	None	Reduce fire risk	None	High	UNITAR	
	Basement/ Tenant supply shut-off valve	None	None	No individual shut-off valve for the 1" floor drain supply.	Install shut-off valve with identification tag	None	Reduce fire risk	None	Medium	UNITAR	
6 FIRE PROTECTION											
Fire Protection	Basement & Upper Floors	None	None	No sprinklers in Basement as required by Code; no sprinklers in upper floors.	Install sprinklers in Basement and upper floors	None	Reduce fire risk.	None	Medium	UNITAR	
One Aug & Partets											
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New York Office										UNITAR Appendix A	
System	Location/Item	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status	OMP Project	Non-OMP Project
Protection	Smoke detectors	NA	NA	Code, no sprinklers in upper floors.	upper floors	None	NA	NA	NA	---	---
	Fire extinguishers	NA	NA	NA	None	NA	Reduce fire risk.	None	High	UNITAR	---
	Fire extinguishers	NA	NA	Not properly spaced	Provide approved type extinguishers at proper spacing	None	None	None	---	---	---
7 VERTICAL TRANSPORTATION											
Ride Quality	Passenger elevators	2-2000b, 13	Unknown	Not accessible	Replace both elevators. Install elevator recall controls. Monitor and network elevators.	None	Assure reliable service; reduce fire risk. None reduce energy use.	None	Medium	UNITAR	---
8 COMMUNICATIONS AND TECHNOLOGY											
Infrastructure	Telephone service	Original entry in	Same	Good but unstructured	See recommendations for LAN closets	NA	NA	NA	NA	---	---
Rooms, Offices & Rm's	Closets & racks	Telephone closets and racks	Same	Good but unstructured	See recommendations for LAN closets	NA	NA	NA	NA	---	---
	Horizontal cabling	Exposed surface (mounted)	Unknown	Cabling not rationalized	See recommendations for cabling	NA	NA	NA	NA	---	---
	LAN closets	None	NA	NA	Install new closets to support LAN, voice and broadcast requirements	None	Anticipates future technologies	None	Low	UNITAR	1999
8 COMMUNICATIONS AND TECHNOLOGY, CONT'D											
Backup Technology	Current in DCU	NA	NA	Occupies desirable office space	Relocate backup technology suite to UNITAR	None	Adds resilience to UN Information Infrastructure	Cost of moving existing functioning facility.	Low	UNITAR	---
Cabling	Telephone cabling	Standard telephone cabling	Same	Does not meet emergency needs for new technologies	Install new cable plant	None	Anticipates emerging and future technologies	None	Low	UNITAR	---
9 CONTROLS											
Building Management	BMS system	Direct digital control or cooling condensers	None	New	Expanded control to boilers and provide interface with HQ	None	Decrease energy use. Provides remote monitoring	None	Low	UNITAR	---
10 ENVIRONMENTAL											
Hazardous Material Storage	Boiler additives	Synlon P-100P	NA	Storage adequate	Monitor and document	None	NA	NA	NA	---	---
Non-Hazardous Material Storage	Miscellaneous	Miscellaneous	NA	Storage complies with industry standards	Secure paints and solvents in lockable cabinets.	None	NA	NA	NA	---	---
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UNITAR Appendix A									
New York Office									
System	Location	Existing Material	Original Material	Current Condition	Recommendations	Options	Advantages	Disadvantages	Priority Status
	m								CLP Project
									Non-CLP Project
Air Quality	Told Exhausts	None	None	NA	See Mechanical recommendations	NA	NA	NA	---
Asbestos	Asbestos	Asbestos	Same	Non-liable	Remove if ACM	1. For budget reasons UN may consider leaving non-fibrous ACM in place if it is not disturbed during construction.	Reduces staff exposure to ACM	None	Low
Drinking Water	Water quality	Water	Same	Good	Test annually	NA	NA	NA	---
Lead Paint	Lead paint	Lead paint	Same	Encapsulated	Institute blood pathogen survey for individuals at risk	None	Decrease health risk	None	Low
									UNITAR
									Operating cost

ATTACHMENT D

Summary of Significant Recommendations and Findings by Ove Arup

Significant Findings & Recommendations
United Nations Long Term Capital Master Plan
United Nations, NY
October 2000



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United Nations Long Term Capital Master Plan	Significant Findings & Recommendations
CONTENTS	
1.0	INTRODUCTION
2.0	TABULATED SUMMARY OF SIGNIFICANT FINDINGS & RECOMMENDATIONS BY SYSTEM
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1.0 INTRODUCTION

This report presents the significant findings and recommendations of the Long Term Capital Master Plan (LTCMP) in a tabulated format. The findings are listed by discipline and system unlike the building by building organization which was used to organize the eleven separate reports of the LTCMP. Like any summary document many items contained in the LTCMP reports are not listed here in the interest of brevity. Readers interested in the details of the LTCMP findings and recommendations are referred to those reports. The purpose of this document is to highlight the major elements of the LTCMP in a more readable format that is also economically reproducible for wider distribution.

2.0 TABULATED SUMMARY OF SIGNIFICANT FINDINGS & RECOMMENDATIONS BY SYSTEM

System	Item	Current Condition	Recommendations
1 ARCHITECTURAL			
Roofs	Throughout	Some have exceeded life expectancy, poor drainage, deteriorated flashings.	Replace Secretariat, Conference Building, and General Assembly roofs immediately; replace South Annex and Library roofs in 2010; replace UNITAR roof in 2006. Secretariat, Conference Building, General Assembly, and UNITAR will require second replacements within the 25 year term of LTCMP; provide additional drainage where required.
	Expansion joints	Most are deteriorated and leaking.	Repair expansion joints.
Exterior Walls of Secretariat	Throughout	Bulging sealants, cracked corners, no weeps.	Install sealant joint with flashing and weeps at floor lines.
	North & South walls	Film on east elevation, miscellaneous sealants in place, resting at sills and ground floor mullions, clogged weeps.	Remove film; replace sealants; repair rust jacking; replace and unclog weeps.
Exterior walls	East & West walls	Sealants failing.	Recaulk building façade joints.
	Sealants/ Throughout	Some spalling; lack of proper coping flashing; some leaking causing damage to anchorage.	Repair spalls and cracks; repoint joints; replace flashings; investigate anchor corrosion and repair as required.
Interior Spaces	Masonry cladding	Terrazzo good; tiles dented and worn, carpet worn in places.	Replace floor tiles and carpet as required.
	Typical floors	Chipped, soiled travertine; delaminating base molding; dented, scratched convactor covers.	Repair travertine; install new resilient base molding; repair, replace base molding.
Typical walls	Typical ceilings	Metal tiles stained, overpainted, dirty dented, misaligned; plaster patched; peeling paint.	Replace metal tile ceilings; repaint plaster; replace as required for sprinkler installation.
	Fixed seating in conference rooms	Much of the seating has worn upholstery.	Reupholster seating as needed.
Meeting rooms			Build new conference rooms in 1 st Basement.

United Nations Long Term Capital Master Plan			Significant Findings & Recommendations	
System	Item	Current Condition	Recommendations	
1	ARCHITECTURAL			
Interior Spaces cont'd			Build Remote Interpretation Suite in 1 st Basement to allow for remote interpretation without using a conference room.	
	Code Compliance	Fire Separation	Inadequate fire separation between buildings.	Install required fire rated assemblies, or install sprinklers.
		Corridors	Not fire rated where distance to exits is more than 50 feet.	Install fire rated partitions.
		Toilets/ Conference Building & General Assembly	Number is sufficient per Code but inadequate according to user groups.	Install additional toilets in Conference Building & General Assembly.
		Egress stairs	Some stairs do not exit to grade as required.	Reconfigure egress stairs to exit at grade or provide fire rated enclosures to egress corridors.
	Handicapped Accessibility	Door hardware and opening widths	Inaccessible.	Install lever arm handles; widen openings where feasible to more than 32" with 18" clearance on latch side.
		Elevator controls	All inaccessible.	See Vertical Transportation Recommendations
		Toilets	Some partially accessible; many toilets have not been made accessible.	Install accessible toilets, fixtures, etc. where feasible.
		Drinking fountains	Some partially accessible; most have not been made accessible.	Install accessible drinking fountains where feasible.
		Public Telephones	Not accessible.	Install accessible telephones.
		Signage	Inadequate ADA signage.	Do full signage program.
		Elevator controls	Not fully accessible.	Complete installation of accessible controls and signage.

United Nations Long Term Capital Master Plan		Significant Findings & Recommendations	
System	Item	Current Condition	Recommendations
2 STRUCTURAL			
Expansion joints	Throughout	Deteriorated joints may have caused corrosion resulting in inoperable expansion bearings.	Inspect bearings during construction and repair as required.
System	Item	Current Condition	Recommendations
3 MECHANICAL			
Heating System	Steam piping	Has exceeded life expectancy.	Replace steam piping.
Chilled water systems	Condensate	No recovery of condensate.	Provide condensate return to recapture energy.
Chilled water systems, cont'd	Chilled water piping	Good insulation missing in spots.	Repair as determined by test; install insulation where missing.
Ventilation/ Air conditioning	High rise and Low rise chiller circuits	Circuits are not interconnected leading to wasted energy consumption.	Connect circuits together.
	Steam turbine driven centrifugal chillers	Primary only system.	Install cogen plant, replace low-rise chillers with steam absorption chillers.
	Induction units in Secretariat	Leaking valves; insufficient cooling on west, maintenance difficult, can't be monitored remotely.	Install Variable Air Volume system with new Air Handling Units, install perimeter fin tubes for heating.
	Air distribution	Numerous areas of poor air distribution and ventilation; Interpreter's Booths in particular have poor controls and noise problem.	Provide additional air exchange to problem areas; rework systems to Interpreter's Booths.
	Air intakes	Lack of functional fire dampers at air intakes.	Install fire dampers at air intakes.
	Air handling units	Substantial number of deteriorated Air Handling Units (AHU's).	Replace deteriorated (AHU's).
	Smoke purge systems	Poorly functioning smoke purge systems.	Install automatic smoke purge systems.

United Nations Long Term Capital Master Plan		Significant Findings & Recommendations	
System	Item	Current Condition	Recommendations
Electro-magnetic Fields (EMF)	Secretariat - 28th Floor/ Transformers, Bus Duct and Elevator Machinery	Staff concerned about possible effects of EMF exposure.	are in poor condition. Remove 28th Floor transformers as part of Electrical system upgrade.
10. LANDSCAPING			
Fencing	Perimeter fence	Some corrosion; some areas missing fencing.	Install additional fencing where missing; repair and repaint existing fence.
Planting	Shrubs and hedges	Some bare patches and evidence of poor soil conditions.	Replant in good soil; replace damaged hedges and shrubs.
	Trees	Evidence of disease and damage in some species; some reaching life expectancy.	Replace damaged trees and those reaching life expectancy when required.
Drainage	Podium drainage	Ponding and leaks evident.	Replace existing drainage system.
Paving	Bluestone paving	Cracked and displaced in many places.	Repair/ replace bluestone paving.
	Two-toned concrete	Open joints, spalling.	Replace damaged concrete paving.

United Nations Long Term Capital Master Plan				Significant Findings & Recommendations	
System	Item	Current Condition	Recommendations		
Elevators cont'd			North Lawn Extension: Refurbish freight elevator by 2008.		
			South Annex: Refurbish freight elevator.		
			For all passenger elevators: Make ADA compliant; install a network and remote monitoring capability; provide recall with tie-in to fire alarm system.		
8 COMMUNICATIONS & TECHNOLOGY					
Infrastructure, Rooms, Routes & Risers	Infrastructure	Original infrastructure abandoned; 3 separate systems; poorly located technology suites; does not support digital technologies.	Relocate ITSD to new facility; build satellite facility for resiliency; install new rooms, routes and risers for technology systems.		
Cabling System	Communications Cabling	Original cabling abandoned in place.	Install new cabling plant of Cat 3, 5 and higher, and fiber optic cabling; remove abandoned cabling.		
Broadcast/interpretation facilities	Equipment, cabling	Inefficient broadcast area, equipment and outdated infrastructure	Build new broadcast suite, replace analog systems with digital and/ or wireless technologies.		
9 CONTROLS					
Building System Controls	MER/Equipment controls, induction Units, heat exchangers, AHU's	Air leakage; no central control or monitoring; aging system; many areas fully conditioned even when not in use.	Install Direct Digital based Building Management System.		
10 ENVIRONMENTAL					
Air quality concerns	General	A few areas exceed particulate guidelines.	Install air cleaners or increase ventilation air changes.		
Asbestos	Throughout/varied materials	Extensive Asbestos Containing Materials throughout complex in insulation, flashing and various building materials; generally non-friable.	Remove all asbestos except where Vinyl Asbestos Floor tiles are in good condition and will not be disturbed during construction. Generally, only tiles in freight elevator lobbies		
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United Nations Long Term Capital Master Plan			Significant Findings & Recommendations
System	Item	Current Condition	Recommendations
5 PLUMBING cont'd			
Storm Drainage	Drainage Piping and roof drains	Good; approaching life expectancy.	Replace as determined by test; provide house drain; replace roof drains.
6 FIRE PROTECTION			
Sprinkler System	Sprinklers, standpipes and control valves	Inadequate coverage; where existing the system exceeds life expectancy.	Install new sprinklers on all floors not currently served; replace existing as determined by test; modify the existing standpipe system including pumps and valves as required.
Fire Hoses	Throughout/ Fire hoses	Does not provide adequate coverage on some floors.	Install longer hoses where required.
Fire extinguishers	Throughout/ Fire extinguishers	Too widely spaced.	Install additional extinguishers.
7 VERTICAL TRANSPORTATION			
Elevators	Throughout/ Passenger and Freight Elevators and Escalators	Generally fair; Not monitored or networked; No automatic fire recall; Conference Building elevator capacity insufficient to accommodate Delegate's Dining Room (DDR) and freight traffic; not compliant with ADA recommendations.	Replace/ Refurbish elevators and escalators per the following schedule: Secretariat: Refurbish 18 passenger and 3 freight elevators; refurbish 2 escalators. Conference Building: Replace 2 elevators; Install new elevator to DDR; refurbish escalator. General Assembly: Replace 4 and refurbish 2 passenger elevators; replace freight elevator; refurbish escalators. Library: Replace 2 passenger elevators; convert freight to combined freight passenger ADA compliant elevator.
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United Nations Long Term Capital Master Plan		Significant Findings & Recommendations	
System	Item	Current Condition	Recommendations
4 ELECTRICAL			
Incoming Service	High tension/low tension transformers	Purchased at high cost as low tension (208V) service; equipment has exceeded life expectancy.	Purchase at less expensive high-tension (13KV) rates; replace with 13KV to 480V transformers.
	Feeder cables	Recent feeder cable failures; exceeds life expectancy.	Test during upgrade and replace as necessary.
	Network protectors, collector bus, switchgear	Exceeds life expectancy.	Replace as part of upgrade to 480V service.
	Low voltage system	Throughout switchboards, bus ducts, risers, motor control centers, wiring	Replace all with 480/277V equipment and local stepdown transformers.
Artificial lighting system	Ceiling lighting/controls	Insufficient light levels in some areas; large amount of incandescent and older fluorescent lighting.	Install energy efficient fixtures; install centralized lighting control system; install occupancy sensors.
Fire alarm systems	Fire alarm system	No expansion possible; not ADA compliant; limited coverage; not addressable; inadequate interface with mechanical system.	Install new fire alarm system.
5 PLUMBING			
Water system	Distribution piping	Fair; piping in Secretariat Conference Building, General Assembly and Basement will soon exceed life expectancy.	Replace as determined by test. All piping will require replacement within the 25 year term of the LTCMP.
	Toilet Fixtures	Not ADA compliant; not water efficient.	Replace to provide accessible, efficient fixtures.
	Mechanical equipment & irrigation water supply	No backflow devices.	Install backflow prevention devices.
Sanitary System	Domestic water heaters	Exceeds life expectancy not energy efficient.	Install new energy efficient heaters.
	Drainage Piping	Clogging a problem; undersized piping and not sloped properly; piping approaching life expectancy	Replace as determined by test; replace undersized and improperly sloped piping.
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**Statement by Ambassador Anne Patterson, Deputy Permanent
Representative of the United States to the United Nations**

**Senate Homeland Security and Governmental Affairs Committee
Subcommittee on Federal Financial Management, Government
Information, and International Security
July 21, 2005**

Mr. Chairman, Senator Carper, Distinguished Members,

I appreciate your giving me the opportunity to testify before this Committee on the planned renovation of the UN headquarters facilities in New York, known as the UN Capital Master Plan. As the U.S. is the largest contributor to the UN, the Administration has a particular responsibility to ensure that costs are reasonable. We welcome your engagement on this issue.

Mr. Chairman, as we continue to work in the United Nations on such important issues to our national interests as getting the Syrians out of Lebanon, counter-terrorism, and peacekeeping around the world, we are also focused on UN reform. That term has many facets, but among the most important are improvements to the UN's administration and management. I believe we can agree on the essential components of management reform:

strengthened oversight, adherence to the highest standards of ethics, and utilization of the most efficient and effective business practices.

Thus, it is no coincidence that the UN renovation project is of particular concern, both to members of Congress and to the Administration. The scope and magnitude of this project is beyond that of any within the UN's experience. It is complex and involves the awarding of numerous contracts that are substantial in size. Plus, it is highly technical and, like all major construction projects, is subject to the potential of cost overruns. Given all of these attributes, it is clear that the Capital Master Plan warrants a special degree of oversight.

Mr. Chairman, there is little doubt that the UN headquarters facilities are in urgent need of renovation. Close to 4,300 people work in the complex, about a quarter of whom are Americans. Throughout the year, over 5,000 accredited delegates from all nations come to New York to participate in the work of the General Assembly. In 2004, 360,000 tourists visited the United Nations headquarters, 40 percent of which were Americans. The United Nations has unique security concerns, given the high profile of the building, the presence of world leaders, and its New York

location. Most of the structures involved are well over fifty years old, and have never undergone a major renovation. They do not come close to meeting modern fire and safety standards, and are laden with asbestos. They are energy inefficient, and have little-to-no flexibility in terms of space utilization. This is not intended as criticism of the original construction: indeed, it is a testimony to the building's design and construction quality, and the dedication of the UN's maintenance team, that a building this old has remained functional for such a long period beyond its useful life expectancy.

Mr. Chairman, it is instructive to take a tour of the building and see first hand the asbestos, the leaking pipes, the outdated electrical systems, and the fire prevention system that cannot identify with any precision where a fire breaks out in the building. Renovation of this building should not be delayed, lest safety and security be jeopardized.

Mr. Chairman, I know that you and your colleagues are very concerned about the costs of the project. You are asking whether the cost is comparable to other renovations of the same size and you want to know how this project was monitored to date. I want to tell you what we are

doing to ensure that this project is monitored and consistent with industry standards. .

When I arrived at the U.S. Mission about a year ago, I was pleased to find the apparatus in place to provide a high degree of oversight, both within the UN structure and our government. The UN had established a new, separate office, under the authority of the Under Secretary General for Management, an American citizen. I might add, Mr. Chairman, that the United States always seeks, because of our large contribution to the United Nations, to have an American as Under Secretary General for management. The UN's office of Internal Oversight Services had established a permanent linkage to the project and was reviewing the project regularly. The Capital Master Plan office had forged a special relationship with the UN's procurement apparatus, a function that the U.S. had worked hard over the years to make transparent and accessible. We believe the UN has structured an organization in a way that is well suited to administer this project.

Just as importantly, the Administration has exerted oversight over the Capital Master Plan for a number of years. The U.S. Mission's Management and Reform office has been involved in reviewing this project since its

inception. But given its unique nature, as well as its magnitude, the Administration decided to create a task force based in Washington to manage overall U.S. participation in the project. This task force includes staff from the State Department and OMB, as well as an expert consultant with years of experience managing major U.S. embassy construction projects. The task force deals not only with the technical elements of the management of the project, but also the project's financing and the impact of decision-making related to the project by UN member states. The task force coordinates directly with our Mission, and its members have met regularly with the UN's Capital Master Plan office to review its plans and decisions.

U.S. oversight also extends to the Government Accountability Office, which has undertaken two reviews of this project. In conducting these reviews, GAO sent teams to New York, where they were provided with exceptional access to the UN's staff. GAO reviewed the processes being followed thus far by the UN's Capital Master Plan team, and found them to be consistent with best industry practice.

How were the costs for this project evaluated? The UN contracted with three, internationally-known construction firms. Our task force has

also looked carefully at the bidding and contracting process for the design work that is currently underway. I understand that the GAO is soon initiating a third review of the Capital Master Plan, and again, I welcome their involvement. In sum, Mr. Chairman, the costs were developed in a transparent manner and bids for the \$19 million spent to date were let by competitive, transparent procurement practices. Costs were reviewed by reputable, world-class firms, reviewed repeatedly by the U.N.'s internal auditors, and subject to in-depth, on-site reviews by the Government Accountability Office.

Mr. Chairman, the UN needs the United States, and we believe the U.S. needs the United Nations. As host country, we have a special responsibility to ensure that the facilities used by the UN are adequate to meet its needs and are safe and secure for all its employees and delegates, which include a large number of Americans. I believe our offer of a loan at an interest rate of up to 5.54 percent to finance this project is fair, and provides a way forward to accomplish the renovation. And I think it is right for the U.S. to pay its 22% share of the project, as we do all UN operating costs. But I am also mindful that the price tag is large, and that we need to ensure that the project is carried out in a cost-effective and transparent manner. I believe this has been the case to date, and assure you we will

remain vigilant in our oversight throughout the course of this renovation to see that the best interests of the United States are always served.

Thank you Mr. Chairman, and I look forward to answering any questions that you might have.

**Questions for the Record Submitted to
Ambassador Anne Patterson by
Chairman Tom Coburn (#1)
Committee on Homeland Security and Governmental Affairs
July 21, 2005**

Question:

Please provide information on the structure of the U.S. Task Force on the U.N. Capital Master Plan and its oversight of the UN renovation project. Information should include:

- a. Date Task Force was created;
- b. Names of individuals serving on the Task Force and their employment affiliations;
- c. Name of Task Force Chairperson(s);
- d. Name of Bureau or Office to which Task Force reports;
- e. Dates and minutes of meetings held by Task Force.

Answer:

The UN Capital Master Plan (CMP) Task Force was formed in 2002. It is responsible for coordinating all USG participation in the CMP process. The Task Force works to ensure that decisions on all elements of the CMP reflect the interests of the U.S. and that project execution processes are consistent with industry best practices. This includes evaluating the feasibility of the proposed project, performing technical reviews during each phase, and providing oversight and monitoring of the CMP implementation.

The Task Force is chaired by the Office of UN System Administration in the Department's Bureau of International Organization Affairs (IO/S) and is comprised of the following individuals:

- George Abrahams (Chairman), U.S. Department of State
International Organization Affairs, UN System Administration
- Lisa Spratt, U.S. Department of State
International Organization Affairs, UN System Administration
- Gil Knarich, U.S. Department of State
Resource Management, Budget Planning
- Khushali Shah, U.S. Mission to the United Nations
UN Management and Reform
- Jason Pugh, Office of Management and Budget
International Affairs Division
- John Sligh, Contractor, Design/Construction Expert Consultant

In addition, personnel from the Department's Bureau of Administration, Office of Overseas Buildings Operations, and Bureau of Diplomatic Security serve as ad hoc members on an as needed basis. The Task Force reports to Bureau of International Organization Affairs management as well as to the U.S. Ambassador to the UN for Management and Reform.

The Task Force meets on an as needed basis depending on the level of activity ongoing on CMP, generally once per quarter. Several members are engaged in achieving Task Force objectives on an ongoing basis. This

regular, less structured participation has enabled the Task Force to develop relationships with the UN project team, facilitating the flow of information, and resulting in a better understanding of the details of the project.

**Questions for the Record Submitted to
Ambassador Anne Patterson by
Chairman Tom Coburn (#2)
Committee on Homeland Security and Governmental Affairs
July 21, 2005**

Question:

Please indicate the role of the U.S. Capital Master Plan Task Force played in the selection of the architecture-engineering firm, the Renato Sarno Group.

Answer:

The UN Capital Master Plan Task Force did not participate in the selection of the Renato Sarno Group, but Members of the Task Force did review the work completed by them. The Task Force's Expert Consultant performed a comprehensive review of the schematic design they developed, and provided recommendations to improve it prior to it being used as a basis for full design to be completed by other A-E firms. The Task Force was particularly concerned with the security elements of the design work, and made significant contributions to improvements in this area. This included requesting that the current standards of the USG's Interagency Security Committee (ISC) be incorporated into the design. In addition, the Task Force's Expert Consultant participated in the selection of the A-E firm developing the security design for the CMP.

**Questions for the Record Submitted to
Ambassador Anne Patterson by
Chairman Tom Coburn (#3)
Committee on Homeland Security and Governmental Affairs
July 21, 2005**

Question:

Please explain what process the U.S. Task Force followed when it reviewed the cost estimates of the UN Capital Master Plan, and if it determined that the costs associated with the UN renovation project are the most cost efficient and in-line with fair market value.

Answer:

Members of the Task Force have tracked project progress and cost information for the CMP. Detailed cost estimates have only recently become available, as the design reached 60% completion. A comprehensive review of the more detailed cost estimate is being undertaken in February 2006. Access to the design documents will give the Task Force the opportunity to have the cost estimate validated and to ensure that it is consistent with industry practices.

**Questions for the Record Submitted to
Ambassador Anne Patterson by
Chairman Tom Coburn (#4)
Committee on Homeland Security and Governmental Affairs
July 21, 2005**

Question:

Please provide copies of all internal audits conducted by the United Nations on the Capital Master Plan, including audits provided by the U.N. Office of Internal Oversight Services and the U.N. Board of Auditors.

Answer:

The UN Office of Internal Oversight Services (OIOS) has submitted to the General Assembly three reports on the Capital Master Plan. The first report (A/58/342) was submitted in September 2003 and the second report (A/59/420) in October 2004. A third report (A/60/288) was submitted in August 2005 for consideration by the 60th General Assembly.

The UN Board of Auditors has also reviewed CMP operations and financial statements as part of its regular audits of the UN's financial statements. Information on their findings and recommendations can be found in A/59/161 and A/60/5(Vol. V).

All of these reports are attached to this document.

**Questions for the Record Submitted to
Ambassador Anne Patterson by
Chairman Tom Coburn (#5)
Committee on Homeland Security and Governmental Affairs
July 21, 2005**

Question:

Please indicate if the United Nations Secretary-General Kofi Annan consulted with the U.S. government on the appointment of Louis Frederick Reuter, IV, as Assistant Secretary-General- Executive Director of the Capital Master Plan.

Answer:

The U.S. Government has been monitoring the Capital Master Plan project and has a strong interest in ensuring that the people that work on the project have appropriate experience and qualifications. In this regard, the U.S.

Government stayed informed on the status of filling the position of Assistant Secretary-General and Executive Director of the Capital Master Plan and of the qualifications of the candidates that the United Nations was considering, including those of Mr. Reuter. The United Nations did consult with the U.S. Government on the appointment of Mr. Reuter.

**Questions for the Record Submitted to
Ambassador Anne Patterson by
Senator Thomas Carper (#1)
Committee on Homeland Security and Governmental Affairs
July 21, 2005**

Question:

In a statement on June 22, 2005, you stated that the current UN oversight framework is stretched. In your opinion, have the recent management reforms resolved this issue? Is the UN prepared to undertake a project this large at this time?

Answer:

The Capital Master Plan (CMP) is intended to ensure that the staff of the United Nations, serving at UN Headquarters, work in a properly safe and secure environment. Still, projects of this scope must have effective oversight mechanisms in place in order to ensure resources are being used for the intended purpose and in the most effective way possible. Last December, with strong U.S. support, a number of immediate objectives on management reform were achieved, including the establishment of a UN Ethics Office, the creation of an Independent Audit Advisory Committee and provision for an independent external review of UN audit and oversight capabilities. These efforts will significantly improve the UN's ability to closely monitor this important project.

U/SYG Chris Burnham has put in place a management structure to effectively steer this complex project and provide a high degree of oversight. The UN's Office of Internal Oversight Services (OIOS) reviews the project on a regular basis. OIOS has submitted three reports to the General Assembly. These oversight efforts are of interest to the U.S. and other major contributors and are mandated by the General Assembly.

In addition, the Secretary General has hired Assistant Secretary General Louis Frederick (Fritz) Reuter IV to oversee the renovation project. Recently Mr. Reuter was in charge of the construction of the over one billion dollar Weill Cornell Medical Center in New York City, a massive project that was completed on time and under budget. He has the experience and track record necessary to manage a large project in New York City and to oversee the day-to-day operation of the United Nations Headquarters renovation.

**Questions for the Record Submitted to
Ambassador Anne Patterson by
Senator Thomas Carper (#2)
Committee on Homeland Security and Governmental Affairs
July 21, 2005**

Question:

The U.S. Mission to the UN is currently being renovated, and its staff is currently operating out of a swing space. Can you tell us why renovations were deemed necessary at the U.S. Mission? Did the former U.S. Mission space share any of the same safety concerns as the UN Headquarters?

Answer:

The USUN Office Building was constructed in 1961. The facility had surpassed its useful life; maintenance, repair and operations were becoming increasingly expensive, asbestos-containing materials were present, and modern security and life safety standards were difficult to meet. In addition, the facility no longer met the functional requirements of the Mission; additional space has been needed to meet the Mission's needs since 1993.

GSA prepared a Building Prospectus Study in 1995 and concluded that renovations within the existing facility or an addition to it were not practical solutions. Both would have required replacing aging building systems and correcting structural deficiencies, which would be very costly and inadequate solutions.

In 1997, GSA recommended relocating the Mission staff to leased space, demolishing the existing building and constructing a new facility. GSA and the Department agreed to construct a new facility, which would incorporate security upgrades consistent with current standards developed by the Interagency Security Committee (ISC).

There are some similarities between the facility issues that were being faced at USUN and those at the UN. Cost effectively maintaining and operating facilities has been increasingly difficult in both cases due to the age of the facilities and their major systems. In both cases, there had been difficulty meeting current life safety and security standards without doing any significant modernization work. Hazardous materials were found to be present in both facilities.

**Questions for the Record Submitted to
Ambassador Anne Patterson by
Senator Thomas Carper (#3)
Committee on Homeland Security and Governmental Affairs
July 21, 2005**

Question:

In the event of another major terrorist attack upon New York City, and if the target was UN Headquarters, would the UN building be equipped to withstand such an attack, and would the UN security personnel be capable of quick action?

Answer:

Since the 2001 attacks in NYC, the UN has adopted more stringent security standards for their facilities. These standards address both facility needs and operational requirements.

The UN has adopted a crisis management plan that includes four different scenarios in the event of an attack. Alternate locations have been identified to continue operations in the event the UN complex is not accessible as a result of an attack. Every major department in the Secretariat has contingency plans to temporarily relocate with other UN offices. Each office has identified mission-critical staff to continue operations.

There is an offsite global operations center currently under construction that will be capable of providing continuity and

communications with field offices should the UN complex become non-operational.

Some of the renovations planned would increase the facility's ability to withstand an attack, including hardening the structure and replacing the curtainwall. Upgrades are planned for all buildings that would prevent forced entry and ballistic attacks, reducing another potential threat. If the scope option to create back-up for major building systems is executed, the security ops center would have the ability to respond and remain operational in the event of an attack.

**Questions for the Record Submitted to
Ambassador Anne Patterson by
Senator Thomas Carper (#4)
Committee on Homeland Security and Governmental Affairs
July 21, 2005**

Question:

Why has the UN sought to complete all of its renovations simultaneously, as opposed to attempting repairs incrementally and allowing UN staff to stay in place as long as possible?

Answer:

As this project has progressed, the UN CMP Project Office has continued to assess the best project approach, including project phasing. Originally, the proposed UNDC-5 project made relocating all staff concurrently during renovations a very practical and cost effective solution. Office space in the UNDC-5 building would have been offered at a relatively low cost and with favorable lease terms. Since UNDC-5 is not going to be constructed as expected due to non-passage of necessary legislation by the New York State Legislature, the UN CMP Project Team has reassessed their options and determined that a phased approach is a better solution. It will decrease some of the external risks to the project by reducing the requirement for commercially leased swing space. The Secretariat is currently recommending a phased approach; ten floors of the Secretariat would be renovated at a time and a temporary conference facility would be constructed for use during the renovation. Staff and diplomats would be relocated to the interim spaces in phases throughout the construction period.

**Questions for the Record Submitted to
Ambassador Anne Patterson by
Senator Thomas Carper (#5)
Committee on Homeland Security and Governmental Affairs
July 21, 2005**

Question:

Would it be possible for the U.S. Government, since the U.S. is the host country and the largest contributor, to form a joint auditing and management partnership with the UN to ensure transparency and accountability in the process?

Answer:

The U.S. Government takes very seriously its responsibilities as Host Country as well as its responsibilities to the American taxpayer as the largest contributor to the United Nations. In that regard, we work very closely with the UN to ensure that funds are being spent effectively and efficiently and for the purpose for which they were contributed. The U.S. Government expects the UN to always be transparent and accountable, and in this case has been working with the UN to ensure that all necessary information is available for the U.S. to conduct its own analysis, review, and oversight of the project. In addition to providing such information to the U.S. Mission to the UN and the State Department, the UN has also been briefing Members and staff of the U.S. Congress on an ongoing basis and providing information and documents to the GAO. However, since the project remains wholly under UN auspices with all members contributing based on the standard UN Scale of Assessments, no member will have any special official partnership status.

United Nations

A/58/342

**General Assembly**

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Fifty-eighth session

Items 123 and 132 of the provisional agenda*

Proposed programme budget for the biennium 2004-2005**Report of the Secretary-General on the activities of
the Office of Internal Oversight Services****Report of the Office of Internal Oversight Services on the
United Nations capital master plan for the period from
January to July 2003****Note by the Secretary-General**

1. Pursuant to General Assembly resolutions 48/218 B of 29 July 1994, 54/244 of 23 December 1999 and 57/292 of 20 December 2002, the Secretary-General has the honour to transmit, for the attention of the General Assembly, the attached report on the United Nations capital master plan, conveyed to him by the Under-Secretary-General for Internal Oversight Services.

2. The Secretary-General takes note of the observations made in the report and is pleased with the assessment that the design development phase is advancing satisfactorily and that there is reasonable assurance to indicate that the process thus far has been transparent and fair.

* A/58/150.

**Report of the Office of Internal Oversight Services on the
United Nations capital master plan for the period from
January to July 2003**

Summary

From 1 January to 31 July 2003, the Office of Internal Oversight Services (OIOS) provided continuous monitoring of the activities related to the capital master plan project as mandated by the General Assembly in its resolution 57/292 of 20 December 2002. These monitoring activities were to ascertain whether adequate internal controls were in place for the design development process at this early stage of the project.

OIOS reviewed the expression of interest notices issued by the United Nations Procurement Division to prospective architectural and engineering firms worldwide and witnessed the oral presentations made by the shortlisted firms. OIOS also assessed the procedures and controls established by the Office of Central Support Services for soliciting and evaluating proposals from prospective contractors.

OIOS is of the view that the process of issuing requests for proposals for the purpose of selecting architectural and engineering firms to provide the design services under the capital master plan project has advanced satisfactorily, that there is reasonable assurance to indicate that the process thus far has been transparent and fair and that internal controls in the request for proposals process appeared adequate. However, the real oversight challenge for OIOS will begin when the United Nations starts negotiating contracts with the firms selected, which will deliver designs that meet not only all the requirements set forth by the Secretariat, but also the expectations of the Member States.

OIOS will continue to carry out its oversight duties for each phase of the capital master plan project on a concurrent basis as the contracts are awarded and executed. OIOS will require support and resources to accomplish these tasks.

I. Introduction

1. Pursuant to General Assembly resolution 57/292 of 20 December 2002, the Office of Internal Oversight Services (OIOS) is hereby submitting its first report on the capital master plan. In section II, paragraph 22, of the resolution, the General Assembly stressed the importance of oversight with respect to the development and implementation of the capital master plan and requested the Board of Auditors and all other relevant oversight bodies to initiate immediate oversight activities and to report annually thereon to the General Assembly. The present report covers monitoring activities during the period from 1 January to 31 July 2003 with respect to the design development phase of the capital master plan.

2. In September 2002, prior to the adoption of resolution 57/292, OIOS designated an auditor to be the focal point for the capital master plan. The auditor interacts regularly with various departments and offices that are directly or indirectly involved with the plan, including the capital master plan project team, the Procurement Division of the Office of Central Support Services and the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts.

3. On 26 February 2003, the Programme Planning and Budget Division issued an allotment advice to OIOS in the amount of \$118,000 under general temporary assistance. The Internal Audit Division of OIOS immediately initiated action to recruit an auditor with experience in auditing construction in New York City at a level and for a duration commensurate with the allotted resources. A candidate possessing the required qualifications was recruited in July 2003 under a short-term contract to 31 December 2003.

II. Monitoring activities related to the design development phase of the capital master plan

4. Prior to the period covered by the present report, OIOS reviewed the progress of a contract that had been entered into with a firm to provide professional and architectural/engineering and related services for the preliminary phase of the capital master plan at a cost of \$6,229,460. That contract has since been completed. The main focus of the work of OIOS has since shifted to monitoring the activities carried out by the capital master plan project team and the Procurement Division in launching the design development phase of the plan. According to the implementation plan, activities to be completed in 2003 and 2004 centre on the design development, specifically in the areas of architectural and engineering design. A key activity involved a worldwide search for architectural and engineering firms for the design development phase of the various components of the capital master plan.

5. The search for architectural and engineering firms commenced with the posting of an expression of interest notice on the web page of the Procurement Division. This was followed by a formal request for proposals issued in February 2003. The request for proposals was structured into six separate contracts, as follows:

- Contract A: programme planning services

- Contract B: Infrastructure
- Contract C: General Assembly and Conference Buildings
- Contract D: Secretariat and South Annex
- Contract E: Dag Hammarskjöld Library
- Contract F: Security

6. The request for proposals was sent to 85 architectural and engineering firms, of which 69 expressed an interest in the renovation project. The capital master plan project team organized two site visits and walk-throughs at the United Nations compound and facilities in March 2003. A total of 51 firms participated in the walk-through organized by the capital master plan project team, after which 35 firms submitted a total of 75 proposals for the renovation project. Some of the firms submitted proposals for more than one of the contracts. The proposals were evaluated to determine whether the firms had had experience with comparable projects, capacity and personnel, and 21 of the firms were shortlisted. The shortlisted firms were invited to make further oral presentations. The oral presentations have been completed for all contracts, and the capital master plan project team has submitted its final assessment on each of the contracts to the Procurement Division, which is in the process of preparing its submission to the Headquarters Committee on Contracts on the proposed contract awards.

III. Review and assessment of the request for proposals process utilized for the design development phase

7. OIOS is of the view that the design development process has advanced satisfactorily during the early stages of the capital master plan project and that there is reasonable assurance to indicate that the process thus far has been transparent and fair. The internal controls in place for the contract solicitation and review process were also found to be adequate.

8. The proposals received from the interested architectural and engineering firms were reviewed and evaluated jointly by the capital master plan project's technical staff and various user departments within the Secretariat. The proposals received for each of the contracts were reviewed by the Office of Central Support Services, the Department for General Assembly and Conference Management, the Department of Public Information and the Office of the Secretary-General. A panel was then set up for each contract comprising representatives of each affected department or office and the responsible staff of the capital master plan project team.

9. Each member of the panel made an independent assessment and evaluation of the request for proposals using a standardized format and a system for scoring criteria. The panel then tabulated the results and made its decisions on the number of prospective firms to be called to make oral presentations. Criteria were also established for the oral presentations, such as the case study to be presented, the number of participants to be allowed and the duration of each presentation. Each session started with a presentation by the firm followed by a question-and-answer period. The panel used a standard set of questions for all the firms. At the end of each session, the panel held an executive session to go over the presentation.

10. Again, each member of the panel graded the oral presentations independently using a scoring system and format that were standard for all presentations. The combined score of the technical evaluation and the oral presentation would determine which firm would be best qualified to perform the job. The results were then forwarded to the Procurement Division for financial evaluation and submission to the Headquarters Committee on Contracts.

IV. Looking forward

11. The main oversight challenge for OIOS will commence in the next phase of the capital master plan project when the United Nations begins negotiating the contracts with the firms selected to deliver an architectural and engineering design that will meet not only all the requirements set forth by the Secretariat, but also the expectations of the Member States. To meet this challenge, OIOS has developed an oversight strategy and a preliminary audit plan covering the design development phase as well as the remaining phases of the capital master plan project.

12. An audit programme is being prepared for the review of all architectural and engineering design contracts in the design development phase that will ensure that all requirements set forth by the Secretariat are met, as well as the expectations of Member States. During that review, OIOS will pay particular attention to those areas that are susceptible to contributing to cost overruns and delays. The audit programme will include steps to ensure that the capital master plan project team has reviewed the design development documents for "biddability" and "constructability". In addition, OIOS will monitor progress in the design and construction by the United Nations Development Corporation of the "swing space", which is critical if the renovation project is to start on schedule. The preliminary audit plan will be updated periodically to include other pertinent areas as the renovation project moves through the various phases.

13. The resources allotted to OIOS since March 2003 have allowed for the recruitment of only one auditor on a short-term basis to 31 December 2003. Based on the projected activities of the capital master plan project in 2004, OIOS will request additional resources for 2004 and beyond to provide the oversight necessary as the project progresses and the level of contract-execution activities expands. This would allow the Internal Audit Division to continue to properly audit the implementation of the capital master plan as envisioned by the General Assembly in its resolution 57/292.

(Signed) Dileep Nair
Under-Secretary-General for Internal Oversight Services

United Nations

A/59/161

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Fifty-ninth session

Item 108 of the provisional agenda*

**Financial reports and audited financial statements,
and reports of the Board of Auditors****Report of the Board of Auditors on the capital master plan
for the biennium ended 31 December 2003****Note by the Secretary-General**

The Secretary-General has the honour to transmit the present report to the members of the General Assembly, pursuant to Assembly resolution 57/292 of 20 December 2002.

* A/59/150.

Summary

The Board of Auditors has reviewed the operations of the United Nations capital master plan project. The Board also audited the financial statements of the United Nations, statement IX and schedule 9.1, as they relate to the capital master plan project for the biennium ended 31 December 2003.

The Board's finding is as follows.

Delays in the initiation of the design development and construction documentation phases of the capital master plan may have the following financial impact: an approximate increase of 3.5 per cent in design fees and a rise in administrative and operating expenses for the Office of the United Nations Capital Master Plan of approximately \$2.6 million per annum.

A list of the Board's recommendations is contained in paragraph 9 below.

Letter of transmittal**Letter dated 9 July 2004 from the Chairman of the Board of
Auditors addressed to the President of the General Assembly**

I have the honour to transmit to you the progress report of the Board of Auditors on the capital master plan, in accordance with General Assembly resolution 57/292 of 20 December 2002.

(Signed) Shauket A. Fakie
Auditor-General of the Republic of South Africa
and Chairman
United Nations Board of Auditors

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I. Introduction

1. The capital master plan fund is reported as part of statement IX, United Nations capital assets and construction-in-progress, of the United Nations financial statements (A/59/5, vol. I). The fund encompasses all expenditures relating to the major refurbishment of the United Nations Headquarters complex in New York. Any unexpended balances of appropriations in the construction-in-progress account are carried forward into succeeding bienniums until the projects are completed.

2. The Board of Auditors has audited the financial statements of the capital master plan as part of its audit of the United Nations for the period from 1 January 2002 to 31 December 2003, in accordance with General Assembly resolution 74 (I) of 7 December 1946. Accordingly, the Board's audit opinion on the financial statements of the United Nations also includes the capital master plan.

3. The Board also reviewed the operations of the capital master plan for the biennium ended 31 December 2003 in response to the request of the General Assembly, in its resolution 57/292 of 20 December 2002, for the Board of Auditors to initiate oversight activities with respect to the development and implementation of the capital master plan and to report annually thereon to the Assembly. This review was conducted in accordance with article VII of the Financial Regulations and Rules of the United Nations and the annex thereto (see ST/SGB/2003/7), the common auditing standards of the Panel of External Auditors of the United Nations, the specialized agencies and the International Atomic Energy Agency and the international standards on auditing.

4. The review was based on the following broad audit objectives as mentioned by the Board in its progress report on the capital master plan (A/58/321, para. 2):

(a) To examine capital master plan financial statements, including an evaluation of project accounting, payment and reporting systems;

(b) To ascertain compliance with United Nations regulations and rules on procurement and contracting;

(c) To determine adherence to the terms of the contract, such as deliverables, time and material provisions;

(d) To review the controls, including internal audit, and processes established to properly manage the project.

5. The review covered the implementation of the "design development" and "construction documentation" phases. The Board recalls that the General Assembly, in its resolution 57/292, noted that the Board of Auditors, in order to avoid a conflict of interest, did not assume responsibility for the validation of initial project costs.

6. The Secretary-General, in his report on the outcome of the capital master plan study (A/57/285 and Corr.1), informed the General Assembly that with the concurrence of the United Nations, the host country's General Accounting Office reviewed the capital master plan project from February to June 2001. The Office concluded, under the heading "Results in brief" of its report entitled "United Nations Headquarters renovation", that the "renovation planning efforts to date,

including the cost estimate, are reasonable" and "have conformed to industry best practices".¹

7. The present report covers matters that, in the opinion of the Board, should be brought to the attention of the General Assembly. The Board's observations and conclusions were discussed with the Administration, whose views have been appropriately reflected in the report.

8. A summary of the Board's recommendations is contained in paragraph 9 below. The detailed findings and recommendations are reported in paragraphs 20 to 46.

A. Recommendations

9. **The Board recommends that the Administration:**

(a) **Comply strictly with United Nations regulations and rules on procurement and contracting (para. 34);**

(b) **Identify and address all causes of delay in the initiation of the design development and construction documentation phases to ensure their timely completion in an efficient and economical manner (para. 43);**

(c) **Study and adopt measures to minimize administrative and management costs (para. 45).**

B. Background

10. In June 2000, the Secretary-General submitted a report to the General Assembly in which it proposed a major refurbishment of the United Nations Headquarters complex in New York (A/55/117 and Add.1). In that report, the Secretary-General indicated that the current "reactive approach"² to maintaining the Headquarters and undertaking the required remedial work as and when needed was inefficient and would become excessively expensive as the buildings aged further. The Secretary-General thus proposed a long-term capital master plan, to be implemented over a period of six years, in a comprehensive, systematic and cost-effective manner. The cost of the capital master plan was estimated at \$964 million, consisting of the baseline scope estimate of \$902 million and estimated cost for leasing a swing space³ of \$62 million.

¹ The General Accounting Office updated its report in May 2003 by assessing the revised United Nations renovation plan. The Office recommended that as the capital master plan project progresses additional project management, oversight and monitoring mechanisms would be essential to ensure cost and schedule control and accountability.

² One possible approach where the required work is undertaken in a reactive manner over the next 25 years. This means that, as and when building and system failures occur, the required repair work is performed and expenditures incurred.

³ In order to undertake a major refurbishment programme, large areas must be vacated and the occupants and functions temporarily relocated. The availability of adequate temporary space for meeting, office and support functions, known as "swing space", is therefore indispensable for the implementation of the refurbishment programme.

11. The proposal mentioned three possible sources of funding to meet the costs of the capital master plan: (a) special assessments; (b) the programme budget; and (c) voluntary contributions, in cash or in kind, from public and private sources.

12. The proposal also considered financing options for meeting the costs of the capital master plan: (a) a cash payments option, based on the application of a one-time or multiple-year special assessment; and (b) three deferred payment options. The first deferred payment option is based on the possibility of Member States providing interest-free loans covering the full capital cost requirement. The second option is outside commercial borrowing, at market interest rates, of the full capital cost requirement of \$964 million. The third option is premised on the possibility of interest-free loans being available for only a portion of the total capital cost requirement of \$964 million, with the balance of the requirement being obtained from outside commercial borrowing.

13. In response to the proposal, the General Assembly, in its resolution 55/238 of 23 December 2000, authorized the Secretary-General, without prejudice to its final decision, to proceed with the preparation of a comprehensive design plan and detailed cost analysis and appropriated \$8 million under section 31, Construction, alteration, improvement and major maintenance, of the programme budget for the biennium 2000-2001.

14. In early 2001, a small project team had been established within the Office of the Central Support Services of the Department of Management to carry out the preliminary design phase authorized by the General Assembly. In his report on the outcome of the study, including viable alternatives and measures to prevent cost overruns (A/57/285 and Corr.1), the Secretary-General informed the General Assembly that the comprehensive design plan and detailed cost analysis (referred to as the "preliminary design phase") had been carried out from July 2001 to May 2002.

15. In the same report, the Secretary-General, *inter alia*, sought authorization from the General Assembly to proceed with the implementation of the capital master plan, starting with design development and construction documentation with estimated costs of \$22.5 million for 2003 and \$22 million for 2004. He indicated that assuming a design development start date of January 2003 and the required financing is secured, the procurement action for the refurbishment and construction could be initiated as early as July 2004, followed by the initial phases of construction immediately thereafter, in October 2004.

16. The Secretary-General also presented, in annex I of the report, a context diagram of the capital master plan illustrating its various phases and projected time frames: (a) study phase (1998-2000); (b) design phase: preliminary (2001-2002), design development (2003), construction documentation (2004); (c) procurement and construction phase (2005-2010). The overall schedule for the implementation of the plan is, however, dependent on three interconnecting factors: availability of funding; availability of swing space; and progress of technical preparations.

17. The Office of Internal Oversight Services, in its report covering monitoring activities during the period from 1 January to 31 July 2003 (A/58/342), noted that the design development phase was advancing satisfactorily and that there was reasonable assurance indicating that the process thus far has been transparent and fair.

18. At the 45th meeting of the Fifth Committee, on 20 May 2004, the Under-Secretary-General for Management reported that, subject to resolution of various legislative and security approvals, the United Nations Development Corporation⁴ hoped to begin construction of its new building on the corner of First Avenue and 42nd Street late in 2005, which was intended to be used as a “swing space”. The Secretariat also continued to talk with the host Government and members of Congress regarding an interest-free loan from the United States of America, which still required congressional approval. On 16 March 2004, the United States representative submitted to the Fifth Committee his country’s provisional proposal for a \$1.2 billion loan at 5.54 per cent interest for a maximum period of 30 years.

19. In respect of funding, the Under-Secretary-General for Management informed the Committee that each of the three components of the capital master plan would be funded differently. The refurbishment of the United Nations complex was the responsibility of the Member States and would be handled by assessments. The Secretariat also hoped to offer Member States the opportunity to fund the refurbishment of specific conference rooms. The construction cost for a new building (UNDC-5) is not a part of the projected budget for the capital master plan, but would be financed separately through the sale of bonds by the United Nations Development Corporation that would not result in any other cost to Member States. The amount that the United Nations would pay to the Development Corporation for the rental of building (UNDC-5) during the implementation of the capital master plan was included in the \$1.2 billion plan cost. The major focus for the new Visitors’ Centre would be on private-sector financing through various United Nations associations.

II. Financial issues

A. Financial overview

20. The General Assembly, in its resolution 57/292, decided to implement the capital master plan on the basis of the baseline scope under the first approach⁵ to phasing and swing space, with a projected construction budget of \$1,049 million, a variance of plus or minus 10 per cent, that is, a range estimated at \$944.1 million to \$1,153.9 million, with a proposed construction start date of October 2004 and a construction duration of five years. The breakdown of the projected construction budget and a comparison with the estimates made in 2000 are set out in table 1 below.

⁴ The United Nations Development Corporation is a New York State Public Benefit Corporation that assists the United Nations community with its office space and other real estate needs.

⁵ The first approach entails temporary relocation of most of the offices at United Nations Headquarters to a swing space, which would be a new building, to be constructed and owned by the United Nations Development Corporation, on the south-east corner of 42nd Street and First Avenue, thus enabling the refurbishment of the Headquarters complex to be performed in a minimum amount of time.

Table 1
Projected construction budget for the capital master plan
(In millions of United States dollars)

<i>Particulars</i>	<i>2002</i>	<i>2000</i>
Baseline scope estimate	991	902
Lease cost estimate for swing space	96	62
Decrease in respect of previously approved security measures	(17)	
Decrease in respect of the exclusion of a new large conference room and multi-function hall in the existing complex	(57)	
Addition in respect of the inclusion of the replacement of the curtain wall	36	
Total	1 049	964

21. The projected construction budget of \$1,049 million was further broken down into the components set out in table 2 below.

Table 2
Components of projected construction budget
(In millions of United States dollars)

<i>Components</i>	<i>Capital master plan</i>	
	<i>Amount</i>	<i>Percentage</i>
Labour and materials	482	46
Planning/design contingency	72	7
General conditions	56	5
Professional fees	98	9
Construction contingency	70	7
Escalation	175	17
Lease cost for swing space	96	9
Total	1 049	100

22. By the same resolution, the General Assembly authorized the Secretary-General to proceed with the remaining phases of design development and construction documentation and further appropriated \$25.5 million for the biennium 2002-2003 for the design and related project management and management of pre-construction services for the baseline scope and scope options. Of this appropriation, \$17.9 million (70 per cent) had been allotted for implementation as at 31 December 2003.

23. The General Assembly also authorized the Secretary-General to enter into commitments of up to \$26 million for the biennium 2004-2005 to provide for the remaining work related to design and project management.

24. A special account for the capital master plan was also established pursuant to General Assembly resolution A/57/292 and in accordance with the provisions of

regulation 6.6 (now regulation 4.13) of the Financial Regulations and Rules of the United Nations. The separate account was established to manage the appropriation and allotment for the plan.

25. As at 31 December 2003, the budget performance report of the capital master plan showed the following.

Table 3

Budget performance of the capital master plan fund as at 31 December 2003

(In thousands of United States dollars)

<i>Object of expenditure</i>	<i>Allotment</i>	<i>Expenditure</i>	<i>Percentage of total expenditure</i>	<i>Unencumbered balance</i>
Staff and other personnel costs	2 299	2 074	48.2	225
Travel	49	44	1.0	5
Contractual services	14 979	1 666	38.7	13 313
Operating expenses	286	289	6.7	(3)
Acquisitions	292	233	5.4	59
Total	17 905	4 306	100.0	13 599

26. The actual expenditures of \$4.306 million in biennium 2002-2003 increased the total cumulative expenditures for the capital master plan since its inception in December 2000, from \$6.881 million in biennium 2000-2001 to \$11.187 million as at 31 December 2003.

27. Of the total expenditures, staff costs comprised \$2.074 million (48 per cent), operating expenses and acquisitions \$0.522 million (12 per cent) and contractual services \$1.666 million (39 per cent). The expenditure for staff costs of \$2.074 million is 90 per cent of the total allotment for staff costs of \$2.299 million, while the commitment for contractual services of \$1.666 million is only 11 per cent of the total allotment for contractual services of \$14.979 million.

28. The Board expresses its concern on the relatively high staff costs that have been incurred in 2002-2003. The Administration informed the Board that the planned staff costs for 2003 alone, as noted in A/57/7/Add.4 (see annex II — Capital master plan: phase II, design development, and phase III, construction documents), were originally \$3.75 million. This figure was reduced as reflected in the allotment, based on the extension of the design phase over a greater number of years. The Administration anticipated that the staff costs for the capital master plan would be close to the planned expenditure and that the total for the completion of design development phase would reach \$2.76 million.

B. Write-off of losses of cash, receivables and property

29. In line with financial regulation 6.4, the Administration informed the Board that no cash, receivables or non-expendable property pertaining to the capital master plan project were written off during the biennium ended 31 December 2003.

C. Ex gratia payments

30. The Administration informed the Board, in line with financial regulation 5.11, that no ex gratia payments had been made for the capital master plan fund during the biennium 2002-2003.

III. Management issues

A. Procurement and contracting

31. In its review of contracts pertaining to the design development and construction documentation phases, the Board noted that the Administration was constrained to reimburse the amount of \$0.135 million to one contractor for wooden and paper models of the United Nations complex and three dimensional renderings. These were not among the agreed deliverables in its existing contract. They were delivered without prior approval of a specific reimbursable cost amount (in the case of the models) and without prior agreement that the requested product represented a product beyond the base scope requirement (in the case of the renderings).

32. In its memorandum dated 2 July 2003, the Office of Legal Affairs recommended an amicable settlement on the basis that: (a) an arbitral tribunal would likely find that the contractor would be entitled to recover costs to the extent that the contractor could prove and substantiate its claims, since the Organization had received full benefit of the contractor's services for these products, and (b) if the Organization was unable to reach an amicable settlement, it might be found liable not only for the contractor's costs up to \$190,000, but also for interest, legal fees and costs for the arbitration.

33. The Board also noted that the Administration granted an exceptional waiver from formal bidding for the landscape design and curtain wall replacement design. In its memorandum dated 10 November 2003, the Administration stated that it decided to grant the waiver "despite a high level of discomfort but for the sake of closure and faced with the time factor". The Board noted that the condition for granting the waiver was not among the exceptions enumerated under paragraph 9.5 of the Procurement Manual and in financial rule 105.16 (a) (ST/SGB/2003/7).

34. **The Administration agreed with the Board's recommendation to comply strictly with the United Nations regulations and rules on procurement and contracting.**

B. Programme management

35. The General Assembly, in its resolution 57/292, requested the Secretary-General to put in place strict control standards for all phases of the capital master plan prior to and during its implementation, defining the precise refurbishment work to be done and the technical results to be achieved so as to ensure, inter alia, (a) that there are no cost overruns associated with the overall project and (b) that the project is completed successfully within the envisaged time frame and budget and within the agreed technical specifications.

36. In his first annual progress report on the implementation of the capital master plan (A/58/599), the Secretary-General stated that the overall schedule for the implementation of the plan is dependent on three interconnecting factors: (a) the availability of funding; (b) the availability of swing space; and (c) the progress of technical preparations. Progress has been made in all areas and all three remain coordinated although behind the initial schedule.

37. The Board noted that out of the six contracts relating to the implementation of the design development and construction documentation phases, no contract had been signed as at 31 December 2003, despite receipt of the proposals on 17 April 2003.

38. As at 31 March 2004, the proposed and revised schedule and actual status of contract signing were as follows:

Table 4

Proposed and revised schedule and actual status of contract signing as at 31 March 2004

<i>Contract</i>	<i>Proposed schedule</i>	<i>Revised schedule</i>	<i>Actual status of contract signing</i>
A. Programme planning services	10 Oct. 2003	7 Jan. 2004	Signed 2 Jan. 2004
B. Infrastructure	25 Nov. 2003	23 Jan. 2004	Draft contract with consultant for review as of 26 March
C. General Assembly and conference buildings	27 Nov. 2003	9 Jan. 2004	Draft contract with Procurement Division
D. Secretariat and South Annex	12 Nov. 2003	15 Jan. 2004	Draft contract with Procurement Division
E. Dag Hammarskjöld Library	10 Dec. 2003	26 Jan. 2004	Draft contract with Procurement Division
F. Security	23 Dec. 2003	5 Feb. 2004	Draft contract with consultant for review as of 26 March

39. The Administration informed the Board that the extended time required at each stage of the procurement and contracting process for the six professional services was a cause of delay in the initiation of the design development and construction documentation phases. The underlying causes were complex as these had to do with the unique nature and speed required for drawing up contracts for implementation of the capital master plan in comparison to the normal pace of engaging consultants at Headquarters. The process of contract finalization required several steps among the consultants, capital master plan staff, the Procurement Division and the Office of Legal Affairs, working together.

40. The Administration also explained that the capital master plan project requires the integration and coordination of three distinctly separate but highly related activities in order to proceed: (a) construction of the UNDC-5 building;

(b) resolution of funding for construction; and (c) development of the capital master plan design documents.

41. Moreover, the Administration was of the view that based on the delay in the schedule for the swing space building (UNDC-5), design activity for the capital master plan should not be completed earlier than required, as this would not be a prudent course of action. Design work should not be completed significantly in advance of bidding. While the detailed schedule should reflect adequate time for review and correction of the design work and for bidding, design work should not be rushed. Design documents must reflect: (a) up-to-the-minute catalogue and model numbers; (b) the latest technology; (c) live information about manufacturers and fabricators; (d) current realities of availability of labour and material types; and (e) actual events in the construction of the swing space.

42. The Administration further informed the Board that the delay in the initiation of the design development and construction documentation phases had no effect on project cost. The only effect would be a potential impact of less than 3.5 per cent of the design fees, which is below the plus or minus 10 per cent variance. In addition, the delay would not affect the implementation of the capital master plan, as the two other interconnecting factors, swing space and funding arrangements, would not be available as scheduled. The critical schedule date (availability of the swing space) has been moved from September 2005, as anticipated in the report of the Secretary-General (A/57/285, issued in August 2002), to the end of January 2008, a delay of 27 months. The effect of the internal delays in the design development and construction documentation phases in comparison to the original schedule is that the United Nations has an additional 15 months to complete the design work.

43. The Administration agreed with the Board's recommendation that it identify and address all causes of delay in the initiation of the design development and construction documentation phases to ensure their timely completion in an efficient and economical manner.

44. Administrative and overhead expenses amounting to about \$2.6 million (staff costs, \$2.1 million; operating expenses and acquisitions, \$0.5 million), as discussed in paragraphs 25 to 27 above, would likely be incurred per annum, in addition to the cost overruns on design estimated at 3.5 per cent, as discussed in paragraph 42 above.

45. The Administration agreed with the Board's recommendation that it study and adopt measures to minimize administrative and management costs during periods of lesser activity, during which time the services of the programme management firm can be suspended.

C. Cases of fraud and presumptive fraud

46. The Administration informed the Board that there were no cases of fraud and presumptive fraud during the biennium ended 31 December 2003.

IV. Acknowledgement

47. The Board of Auditors wishes to express its appreciation for the cooperation and assistance extended by the Secretary-General, the Under-Secretary-General for Management, the Executive Director of the capital master plan and the members of their staff.

(Signed) Shauket A. **Fakie**
Auditor-General of the Republic of South Africa

(Signed) Guillermo N. **Carague**
Chairman, Philippine Commission on Audit

(Signed) François **Logerot**
First President of the Court of Accounts, France

9 July 2004

Note: The members of the Board of Auditors have signed only the original English version of the report.

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Programme budget for the biennium 2004-2005**Report of the Secretary-General on the activities
of the Office of Internal Oversight Services****Report of the Office of Internal Oversight Services on the
United Nations capital master plan for the period from
August 2003 through July 2004****Note by the Secretary-General***

1. Pursuant to General Assembly resolutions 48/218 B of 29 July 1994, 54/244 of 23 December 1999 and 57/292 of 20 December 2002, the Secretary-General has the honour to transmit, for the attention of the General Assembly, the attached report on the United Nations capital master plan, conveyed to him by the Under-Secretary-General for Internal Oversight Services.
2. The Secretary-General takes note of the findings and concurs with the observations made in the report, which will enhance the management of the plan.

* The present report could not be submitted prior to the deadline because the review had not been concluded at that time.

**Report of the Office of Internal Oversight Services on the
United Nations capital master plan for the period from
August 2003 through July 2004**

Summary

From August 2003 through July 2004, the Office of Internal Oversight Services (OIOS) provided continuous audit coverage of activities relating to the United Nations capital master plan, including the construction phase of the security strengthening project. OIOS audit activities, as mandated by the General Assembly in resolution 57/292, were intended to determine whether adequate internal controls were established and implemented by the Office of the Capital Master Plan and other United Nations departments and offices responsible for the execution of the capital master plan project. In that context, OIOS reviewed contracts with an aggregate value of \$59 million.

Based on its review, OIOS concludes that the resources appropriated by the General Assembly for capital master plan activities were generally utilized in accordance with the United Nations Financial Rules. However, it found that United Nations operating procedures and documents related to construction contracts needed to be improved for the capital master plan project to be implemented efficiently and economically.

OIOS expresses concern that the construction documents for the security strengthening project may not be entirely adequate, because the construction manager and contract administrator were not on board during the design stage. Also, inconsistencies in the construction documents and the potential for cost savings, identified by the constructability review, apparently had not been addressed by the Office of the Capital Master Plan prior to the issuance of the request for proposals. This may create project implementation delays and cost overruns. Also, OIOS found that the guarantees provided by the contractor for the performance of the security strengthening construction contract were not adequate. It should be noted that OIOS has conducted a related review of the utilization and management of funds appropriated for strengthening the security and safety of United Nations premises. The results of that review are being communicated to the General Assembly in a separate report.

Most of the OIOS recommendations addressing the issues identified during its reviews have been implemented or are in the process of being implemented by the Office of the Capital Master Plan, with the support of the Procurement Division and the Office of Legal Affairs when needed.

OIOS will continue to oversee the capital master plan project, and will require the necessary support and resources to execute this mandate.

I. Introduction

1. Pursuant to General Assembly resolution 57/292 of 20 December 2002, the Office of Internal Oversight Services (OIOS) hereby submits its second report on the United Nations capital master plan. The report summarizes oversight activities of OIOS for the period from August 2003 through July 2004. During this period, the Secretariat procured architectural and engineering services for the design development phase of the capital master plan and security-related construction services for the security strengthening project, for which the Office of the Capital Master Plan is now responsible. As at 30 June 2004, seven contracts were awarded, totalling approximately \$59 million. Six of these contracts relate to the design development phase of the capital master plan and one is for construction work under the security strengthening project. The most recent data available concerning these contracts, provided by the Department of Management, appears in the annex to the present report.

2. During the reporting period, OIOS reviewed the requests for proposals and related bids and contract documents issued for the design development phase of the plan and the construction phase of the security strengthening project. OIOS was represented at more than 20 meetings related to the procurement process and provided comments and recommendations through formal and informal communications. OIOS is pleased to report that it received full cooperation from the departments and offices responsible for the implementation of the plan, including the Office of the Capital Master Plan, the Procurement Division and the Facilities Management Division, Office of Central Support Services, and the Office of Legal Affairs.

II. Organization and resources of the Office of the Capital Master Plan

3. With the departure of the Executive Director of the Office of the Capital Master Plan in February 2004, the Office has, since April 2004, been headed by an officer-in-charge at the D-2 level. In June 2004, the Budget Division approved the staffing table for the Office for 2004, in response to the request made by the former Executive Director to the Under-Secretary-General for Management in June 2003 for the establishment of a new organizational structure. OIOS believes that the newly approved staffing table, composed of 11 Professional and nine General Service staff, represents significant progress towards ensuring adequate management by the Office of the design development phase of the capital master plan.

III. Oversight activities of the Office of Internal Oversight Services during the reporting period

4. During the reporting period, OIOS carried out several audits and other significant oversight activities relating to the capital master plan, which are described below. OIOS generally provided its comments and recommendations on the spot, during meetings or immediately after its review of the documents provided by the Office of the Capital Master Plan, to ensure that such comments and

recommendations could be taken into account while preparing bids or negotiating contracts. **The Office of Legal Affairs commented that the Department of Management and OIOS might wish to consider whether the real-time involvement of OIOS had unduly complicated and burdened the process of negotiating and concluding contracts, since the Procurement Division and the Office of Legal Affairs had to address the same concerns of OIOS, not only during contract negotiations but also after the contracts had been concluded.** OIOS notes that the Office of the Capital Master Plan took into account and implemented most of the recommendations that it issued during contract negotiations. As indicated, OIOS used this method for reporting its observations to ensure that they were considered as soon as possible. It will, however, attempt to simplify the reporting procedure, in coordination with the Office of the Capital Master Plan.

5. Based on its review, OIOS concluded that the resources appropriated by the General Assembly for capital master plan activities were being utilized in accordance with the United Nations Financial Rules. However, OIOS found that the United Nations documents related to construction contracts, such as requests for proposals, general and special conditions and procedures, needed to be strengthened in order for the capital master plan project to be implemented efficiently and economically. **The Office of Legal Affairs noted in this regard that it had developed a model draft construction contract for the construction phase of the plan and was seeking specialized outside legal advice with expertise in this area.**

A. Audit of the adequacy of standard United Nations documents and procedures for construction contracts

6. The audit assessed whether the standard United Nations documents used in the procurement of construction-related services, including requests for proposals, contracts, general conditions, general requirements and special conditions, were adequate for capital master plan contracts. In an audit report finalized in June 2004, OIOS concluded that current United Nations procedures for the procurement of construction-related services should be strengthened to accommodate the complexity and magnitude of the capital master plan project. **The Office of the Capital Master Plan agreed with OIOS and noted that the company which had been awarded the contract for programme management services (see para. 9 below) will provide project management policies, procedures, guidelines and a manual.**

7. In its report, OIOS recommended that the Office of the Capital Master Plan, with the support of the Office of Legal Affairs and the Procurement Division, strengthen or include in contract documents provisions regarding subcontractor requirements and the pre-qualification process, payment terms, record-keeping requirements, demolition and scaffolding procedures, coordination of work with others and project close-out procedures. OIOS also recommended that the Office of the Capital Master Plan use the host country industry standard procedure for evaluating the performance of contractors, which is more relevant for construction projects than the one used by the United Nations.

8. The Office accepted most of the recommendations of OIOS for immediate implementation and provided satisfactory clarifications in regard to the few remaining ones, which OIOS withdrew. OIOS is of the view that this exercise will contribute to strengthening construction contract documents, as well as contract execution and control procedures.

B. Review of the request for proposal for programme management services

9. In November 2003, the Office of the Capital Master Plan initiated a request for proposal for programme management services to assist in providing oversight and overall coordination of the design activities of the architectural and engineering firms. Seven engineering and/or construction firms submitted proposals, and five of them were short-listed and were to provide their best and final offers. The Office of the Capital Master Plan and the Procurement Division were reviewing these offers and finalizing the selection of a contractor. OIOS attended the verbal presentations made by the seven firms, and suggested additional areas in which prospective vendors needed to demonstrate sufficient experience, such as programme management, construction management, refurbishment and preservation of artefacts. OIOS also suggested that the Office of the Capital Master Plan consider a firm's resource availability and its knowledge of the major construction work in progress in the New York metropolitan area, which could affect the labour market during the refurbishment of United Nations Headquarters. In addition, OIOS attended the presentations by the firms of their commercial proposals, and provided a critical analysis of the labour hours and prices that they submitted. The Office of the Capital Master Plan took into account all of the recommendations made by OIOS.

C. Review of the contracts for the design development phase of the capital master plan

10. The United Nations entered into contracts A to F (see annex) with professional firms to provide design and engineering for the refurbishment work. In its report to the General Assembly at its fifty-eighth session (A/58/342), OIOS concluded that the request for proposal for selecting architectural and engineering firms for the design development phase of the capital master plan had advanced satisfactorily and that there was reasonable assurance to indicate that the process had been transparent and fair and that internal controls were adequate. In its recent review, OIOS focused on the contracting process following the receipt of vendor proposals and the development by the Office of the Capital Master Plan of monitoring procedures for general services under contracts A to F.

11. The Office of the Capital Master Plan sought the views of OIOS regarding the use of unified contract language for all six contracts, with necessary variations in the scope of work of each. OIOS supported the concept of the Office, which was based on a similar practice in the host country and in the construction industry in general. OIOS reviewed the proposed unified draft contract language to ensure it provided adequate guarantees for the United Nations against any deficiencies in the design documents, and was satisfied as a result of its review. **The Office of Legal Affairs commented that it would recommend that the Organization follow host**

country practice when it is in the interests of the Organization to do so. The Organization is not subject to the jurisdiction of the host country, but relies in its contracting on general principles of commercial law. The Office of Legal Affairs expressed the view that each contract should be negotiated separately, with a view to concluding a contract that most fully protects the interests of the Organization. OIOS acknowledges these comments, and wishes to point out that it also views host country practice as a useful reference in the case of the capital master plan, not as a mandatory requirement. Also, OIOS is of the view that the use of unified contract language, while the most effective approach, would not prevent the Organization from negotiating each contract separately.

12. OIOS provided several on-the-spot observations during the presentations by the professional firms of their plans of action to the Office of the Capital Master Plan. In addition, it provided comments on the procedures developed by the latter for evaluating the general services provided under the contracts. The comments and suggestions of OIOS were accepted and incorporated into the contracting documents and monitoring procedures, thereby strengthening them.

D. Security strengthening project at United Nations Headquarters

13. OIOS assessed whether the scope, drawings, specifications and cost estimates for the security strengthening project were developed and reviewed independently prior to the solicitation of bids in order to ensure the accuracy and completeness of the construction documents. It is standard practice in the construction industry to perform such a review, known as a constructability review, and to address any issues identified by the reviewer before the issuance of a request for proposals. OIOS has also completed a related in-depth review of the utilization and management of funds appropriated during the biennium 2002-2003 for the implementation of measures to strengthen the security and safety of United Nations premises, as mandated by the General Assembly in resolution 58/295 of 18 June 2004. The results of that review are being reported separately to the General Assembly.

14. The Office of the Capital Master Plan used the preliminary design documents prepared for the capital master plan security work for the security strengthening project, which provided a basis for the much larger security programme related to contract F (see annex). However, OIOS observed that only a limited constructability review of the specifications document and drawings had been performed by the Office. The constructability review identified the need to resolve several differences between the contract drawings and specifications, clarify ambiguous language, bring certain areas into compliance with the New York City electrical code, and achieve potential cost savings. OIOS did not find evidence that the Office of the Capital Master Plan had subsequently addressed those issues before the request for proposal was issued. The Office of the Capital Master Plan provided clarification, explaining that the constructability review also covered phasing for construction documents and a sequencing plan. The comments contained therein were reflected in the final contract drawings, which were released to bidders at the end of June 2003. Further adjustments were made to the contract drawings, in the form of amendments, in the light of the comments received from bidders in the course of their review of drawings.

15. OIOS observed that the construction manager and contract administrator were not in place during the design phase of the security strengthening project to undertake a quality assurance review of the construction documents, including the scope report, cost estimates, specifications and drawings, and the value engineering report. In its view, there was a risk that the construction documents may contain inconsistencies or inefficiencies, which in turn may create delays and cost overruns for the project. OIOS will complete its review of the project's construction documents in the near future, and will report its findings and recommendations to the Office of the Capital Master Plan.

16. OIOS reviewed the contractor selection process and recommended that the Office of the Capital Master Plan obtain background investigation reports on prospective contractors, subcontractors and consultants. This suggestion was immediately implemented and resulted in the disallowance of one of the subcontractors. OIOS also recommended the inclusion in requests for proposals of a requirement that contractors, subcontractors and consultants perform background investigations of employees who would work on United Nations projects, as is generally done in the host country construction industry and in government contracts. **The Office of Legal Affairs noted that this issue was addressed in article 3 of the United Nations General Conditions of Contract, the scope of which could actually be narrowed if the recommendation were implemented. The Office of Legal Affairs stated that, in the light of the events of September 2001, if the Organization were to require such background investigations, the issue should be reviewed by the Security and Safety Service.** OIOS will continue to follow up this issue with the Department of Management and the Office of Legal Affairs. Also, OIOS provided a number of comments on various articles of the project's draft construction contract. Most of those comments were accepted and incorporated in the subsequent revision of the draft contract.

17. OIOS reviewed the guarantees provided by the selected contractor for the performance of the contract and concluded that the interests of the United Nations were not adequately safeguarded because the Office of Central Support Services accepted lesser guarantees from the selected contractor than it usually did for construction-related contracts. These guarantees only provided 17.5 per cent protection coverage for the \$21.6 million project (or \$3.8 million), which is significantly less than the United Nations standard requirement of 27.5 per cent which would have resulted in coverage of \$5.9 million or the industry standard security coverage of 210 per cent, or \$45.4 million. Furthermore, the Office was of the view that the letter of credit which replaced the normal performance bond afforded the United Nations less protection against the contractor's poor performance. **The Office of Legal Affairs did not comment on the amounts of the guarantees provided but clarified that the letter of credit, as with a performance bond, should be irrevocable, its proceeds available without the need for arbitral or judicial proceedings, and the money delivered immediately by the issuer without objection or recourse. The Department of Management stated that, like OIOS, it supported obtaining the highest guarantees but noted that the contracting process had reached a stalemate and not to have done anything would have been far more serious. The Office of Legal Affairs and the Procurement Division had therefore identified a practical way forward which offered a measured degree of protection.**

IV. Conclusion

18. In the next reporting period, OIOS will concentrate on reviewing the implementation of architectural and engineering contracts. The resources allotted to OIOS from the appropriation for the capital master plan during the current reporting period allowed for the recruitment of one auditor on a short-term basis. This was not sufficient to provide the oversight coverage intended by the General Assembly in resolution 57/292. OIOS had to assign another senior auditor to form the audit team exclusively responsible for the capital master plan. Based on the projected activities of the plan to be carried out in 2005 and ensuing years until the end of the design development phase, OIOS expects that it will need to allocate at least 600 workdays to capital master plan audit activities. This would require two full-time auditors experienced in construction audit and related issues, as well as the involvement of the management of OIOS and the Internal Audit Division. **The Department of Management commented that activities funded under the capital master plan would be fewer than originally planned owing to funding issues. Regarding activities relating to the security and safety upgrades which are funded by the regular budget, internal audit funds are already provided under section 30, Internal oversight, of the regular budget.** OIOS notes the comment of the Department but wishes to stress that, alone, the current audit resources allocated to OIOS for the capital master plan are insufficient to provide adequate audit coverage. OIOS therefore reiterates that oversight resources should be increased to provide for the services of two full-time auditors.

(Signed) Dileep Nair
Under-Secretary-General for Internal Oversight Services

Annex**Contracts for the capital master plan (design development, construction document and construction administration phase) and for the security strengthening project**

<i>Contract</i>	<i>Capital master plan component</i>	<i>Contract signature date</i>	<i>Design development phase</i>	<i>Construction document phase</i>	<i>Construction administration phase</i>	<i>Additions/ other services</i>	<i>Contract amount</i>
A	Functional relocation programme	2/1/04	523 273.00	171 565.00	85 783.00	77 204.00	857 825.00
B	Infrastructure, basement, garage, North Lawn and United Nations Institute for Training and Research building	25/6/04	2 513 567.50	4 524 421.50	3 016 281.50	2 214 901.00	12 269 172.50
C	General Assembly and conference buildings	25/6/04	2 883 713.25	5 190 683.85	3 460 455.90		11 534 853.00
D	Secretariat and south annex building	Contract not signed as at 1/8/04	1 664 604.70	2 996 288.60	1 997 525.70		6 658 419.00
E	Dag Hammarskjöld Library building	25/6/04	519 491.75	935 085.15	623 390.10		2 077 967.00
F	Security	25/6/04	1 053 110.00	1 895 598.00	1 263 732.00		4 212 440.00
Total			9 157 760.20	15 713 642.10	10 447 168.20	2 292 105.00	37 610 676.50
Security strengthening project	Security strengthening project at United Nations Headquarters — construction phase	31/3/04			21 579 506.00		21 579 506.00
Total, capital master plan and security strengthening project							59 190 182.50

Note:

- Figures are in United States dollars.
- The request for proposal (RFPS 466) issued in February 2003 for the design development phase of the capital master plan was structured into six separate contract areas (contracts A to F).
- No payments were made relating to the contracts as at 30 June 2004.
- The amounts on contract D are those from the financial proposal of the engineering and architectural firm.



United Nations

Report of the Board of Auditors

for the year ended 31 December 2004

**Volume V
Capital master plan**

**General Assembly
Official Records
Sixtieth Session
Supplement No. 5 (A/60/5 (Vol. V))**

General Assembly
Official Records
Sixtieth Session
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Report of the Board of Auditors

for the year ended 31 December 2004

Volume V
Capital master plan



United Nations • New York, 2005

Note

Symbols of United Nations documents are composed of capital letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

Summary

The Board of Auditors has reviewed the financial and programme management operations of the United Nations capital master plan project for the period from 1 January to 31 December 2004. The Board also audited the financial statements of the United Nations, statement IX and schedule 9.1,^a as they relate to the project for 2004.

The Board's findings are as follows:

(a) The delay in the approval of the final scope confirmation reports and quality control plans for four design contracts has affected the schedule for the completion of the design development phase;

(b) The Administration did not establish an advisory board, as proposed by the Secretary-General and approved by the General Assembly, to provide advice on financial matters and on overall project issues.

The Board's main recommendations are that, should circumstances warrant, the procedures for the coordination of work and activities among the firms engaged in the design phase should be reviewed to ensure that the work is completed within the envisaged time frame and budget and that the Administration should consider establishing the planned advisory board on financial matters of the capital master plan.

A list of the Board's recommendations is provided in paragraph 8 of the present report.

^a See *Official Records of the General Assembly, Fifty-ninth Session, Supplement No. 5* (Vol. I) (A/59/5 (Vol. I)), chap. V.

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Letter of transmittal

1 July 2005

I have the honour to transmit to you the report of the Board of Auditors on the capital master plan for the year ended 31 December 2004, in accordance with General Assembly resolution 57/292 of 20 December 2002.

(Signed) **Guillermo Carague**
Chairman, Philippine Commission on Audit and
Chairman, United Nations Board of Auditors

The President of the General Assembly
New York

v

A. Introduction

1. The General Assembly, in section II, paragraph 24, of its resolution 57/292 of 20 December 2002, decided to establish a special account for the capital master plan. The account, encompassing all expenditures relating to the major refurbishment of the United Nations Headquarters complex in New York, is reported on in the statement of income and expenditure relating to United Nations capital assets and construction in progress.¹ Any unexpended balances of appropriations in the construction-in-progress account are carried forward into succeeding bienniums until the project is completed, as stated in the first report of the Board on the capital master plan, covering the biennium 2002-2003 (see A/59/161, para. 1).

2. The Board of Auditors has audited the financial transactions made in respect of the capital master plan and has reviewed its operations for the period from 1 January to 31 December 2004. The opinion of the Board on the financial position, results of operations and cash flows of the capital master plan will be included in its opinion on the financial statements of the United Nations for the biennium ending 31 December 2005. The audit was conducted in accordance with General Assembly resolution 74 (I) of 7 December 1946 and resolution 57/292, in which the Assembly requested the Board of Auditors to initiate oversight activities with respect to the development and implementation of the capital master plan and to report annually thereon to the Assembly. The audit was conducted in conformity with article VII of the Financial Regulations and Rules of the United Nations and the annex thereto, the common auditing standards of the Panel of External Auditors of the United Nations, the specialized agencies and the International Atomic Energy Agency and the International Standards on Auditing.

3. The audit was based on the following broad audit objectives, mentioned by the Board in its progress report on the capital master plan (see A/58/321, para. 2):

- (a) To examine capital master plan financial statements, including project accounting, payment and reporting systems;
- (b) To evaluate compliance with the United Nations regulations and rules on procurement and contracting;
- (c) To determine adherence to the terms of the contract, such as deliverables, time and material provisions;
- (d) To review the controls, including internal audit, and processes established to properly manage the project.

4. The review covered the overall implementation of the capital master plan and nine contracts executed in 2004 for an aggregate amount of \$12.4 million for the design development phase. The Board took note of the status of implementation of the plan based on the status of each of the three main interconnected factors: the availability of funding, the availability of swing space and the progress of technical preparations. The Board also looked into the provisions of the contracts and the timeliness of delivery of the expected outputs.

¹ *Official Records of the General Assembly, Fifty-ninth Session, Supplement No. 5 (Vol. I) (A/59/5 (Vol. I))*, chap. V, statement IX.

5. The present report covers matters that, in the opinion of the Board, should be brought to the attention of the General Assembly. The Board's observations and conclusions have been discussed with the Administration, whose views have been appropriately reflected in the report.

6. A summary of the Board's recommendations is contained in paragraph 8 below. The detailed findings and recommendations are reported in paragraphs 11 to 46.

1. Previous recommendations not fully implemented

7. In accordance with General Assembly resolution 48/216 B of 23 December 1993, the Board reviewed the measures taken by the Administration to implement the recommendations made in its report for the biennium ended 31 December 2003 (see A/59/161). Details of action taken and the comments of the Board are set out below and are summarized in the annex to the present report. The review showed that of a total of three recommendations, two (66.67 per cent) had been implemented and one (33.33 per cent) was under implementation.

2. Recommendations

8. The Board recommends that:

(a) The Administration, in coordination with the programme management firm and if warranted under the circumstances, review the procedures for coordination of work and activities among the professional firms engaged for the design phase to ensure that the work is completed within the envisaged time frame and budget;

(b) The Secretary-General consider, in the future, establishing the planned advisory board to advise him on financial matters in respect of the capital master plan.

3. Background

9. The capital master plan is a planned and managed renovation programme to be implemented over a period of time to remedy the deficiencies of the United Nations Headquarters complex in New York in a comprehensive, systematic and cost-effective manner. The Board recalls the report of the Secretary-General dated 28 June 2000 (A/55/117), in which he stated that a 1998-1999 review had found that the building structures were no longer efficient, exposing delegates, staff members and visitors to a lower chance of survival in case of fire, and that the buildings consumed more energy and presented greater obstacles to accessibility and productivity than did comparable modern buildings.

10. In his report of 20 May 2005 (A/59/441/Add.1), the Secretary-General provided an update on developments relating to the capital master plan since the issuance of his second annual progress report on the implementation of the plan (A/59/441) and sought decisions of the General Assembly on the loan offer made by the host country and on the appropriations necessary to finance the continuation of activities in 2005.

B. Financial issues

1. Financial overview

11. In its resolution 57/292, the General Assembly decided to establish a special account for the capital master plan and appropriated \$25.5 million for the biennium 2002-2003 for design, project management and pre-construction management services for the baseline scope and scope options. It also authorized the Secretary-General to enter into commitments of up to \$26 million for the biennium 2004-2005. In May 2005, the Secretary-General reported expenditures for 2004 of \$14.8 million for the design and project management phases and presented a revised projection of expenditures for 2005 totalling \$25.2 million (see A/59/441/Add.1, annex II).

12. As at 31 December 2004, the cumulative expenditures for the capital master plan amounted to \$26.024 million. Of that amount, \$6.881 million pertained to expenditures for the biennium 2000-2001, \$4.306 million for the biennium 2002-2003 (see A/59/161, para. 26) and \$14.837 million for the period from 1 January to 31 December 2004. The budget performance of the capital master plan as at 31 December 2004 is set out in table 1.

Table 1

Budget performance of the capital master plan for the year ended 31 December 2004

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>Allotment^a</i>	<i>Expenditure^a</i>	<i>Percentage of total expenditure</i>	<i>Unencumbered balance</i>
Staff and other personnel costs	3 914	2 181	14.70	1 733
Travel	16	2	0.01	14
Contractual services	17 238	12 074	81.38	5 164
Operating expenses	1 075	549	3.70	526
Acquisitions	47	31	0.21	14
Total	22 290	14 837	100.00	7 451

^a Grouped according to Integrated Management Information System reporting category by object and by class.

13. Contractual services amounted to \$12.074 million, or 81.3 per cent of the total, a significant increase compared with the \$1.666 million expended in the biennium 2002-2003, which was only 38.7 per cent of the total expenditures of \$4.306 million for the biennium. The increase was brought about mainly by the engagement of firms for the design development phase.

14. Staff, support and other operating costs during 2004 amounted to \$2.763 million (total expenditures of \$14.837 million less contractual services of \$12.074 million), compared with \$2.640 million incurred during the two previous years combined — an increase of 48 per cent. In an effort to minimize operating costs, the Administration reduced its capital master plan staff from 17 (including Security

Service) in 2004 to 14 in March 2005. Likewise, a portion of the office space was sublet in 2004.

15. For 2005, the expenditures estimated for the capital master plan total \$25.26 million, consisting of \$7.458 million for the design development phase and \$17.802 million for the construction documents phase. For 2006, expenditures for the latter phase only are estimated at \$8.198 million. The costs estimated for the completion of the design development and construction documents phases are shown in tables 2 and 3, respectively, and the combined expenditure for the period 2003-2006 for both phases is shown in table 4.

Table 2

Cost estimates: design development phase

(Thousands of United States dollars)

	2003 ^a	2004 ^a	2005	Total
Design contractual services	612	9 574	3 602	13 788
United Nations project management				
Direct staff costs	1 610	1 721	1 272	4 603
Support costs	181	574	593	1 348
Programme management and consultants ^b	246	2 379	1 465	4 090
Operating and other costs	556	589	526	1 671
Total	3 205	14 837	7 458	25 500

^a Actual expenditures.

^b Classified as contractual services in the financial statements.

Table 3

Cost estimates: construction documents phase

(Thousands of United States dollars)

	2005	2006	Total
Design contractual services	16 183	3 234	19 417
United Nations project management			
Direct staff costs	872	2 616	3 488
Support costs	253	492	745
Programme management and consultants	486	1 317	1 803
Operating and other costs	8	539	547
Total	17 802	8 198	26 000

Table 4
Cost estimates: design development and construction documents phases
 (Thousands of United States dollars)

	2003 ^a	2004 ^a	2005 ^b	2006 ^b	Total
Design contractual services	612	9 574	19 785	3 234	33 205
United Nations project management					
Direct staff costs	1 610	1 721	2 144	2 616	8 091
Support costs	181	574	846	492	2 094
Programme management and consultants	246	2 379	1 951	1 317	5 892
Operating and other costs	556	589	534	539	2 218
Total	3 205	14 837	25 260	8 198	51 500

^a Actual expenditures.

^b Projected expenditures.

2. Write-off of losses of cash, receivables and property

16. In line with financial regulation 6.4, the Administration informed the Board that no cash, receivables or non-expendable property pertaining to the capital master plan had been written off during the year ended 31 December 2004.

3. Ex gratia payments

17. The Administration informed the Board, in line with regulation 5.11, that no ex gratia payments had been charged against the capital master plan fund during the year ended 31 December 2004.

C. Management issues

1. Programme management

Overall implementation of the programme

18. The implementation of the capital master plan, as reported by the Secretary-General in his first annual progress report (A/58/599), is dependent on three interconnecting factors: the availability of funding, the availability of swing space and the progress of technical preparations. The Board noted that there had been delays in the overall implementation of the plan that could increase its final cost; the Secretary-General reported that the cost of the plan would escalate at the rate of \$35 million to \$40 million per year of delay (A/57/285, para. 67). The status of each delay factor is discussed in paragraphs 22 to 45 below.

19. Aside from price escalation, the Board is concerned that the continued delay in project implementation exposes the building's occupants and visitors to health and safety hazards and risks. It could also mean high maintenance costs in terms of energy consumption owing to outmoded and relatively inefficient structures and

systems. In addition, the capital master plan would continue to incur more support costs and other operating costs on account of prolonged delays.

20. The Administration informed the Board that support costs and other overhead costs relating to the project should be kept to a minimum, not only during the design and pre-construction phases, but also throughout the implementation of the project. Staff costs, support costs and operating and other overhead expenses comprised 11.6 per cent, 3.8 per cent and 3.9 per cent, respectively, of the total cost of the project. As mentioned in paragraph 14 above, in order to reduce costs, the capital master plan staff was trimmed down from 17 (including Security Service) in 2004 to 14 in March 2005, of which 7 positions remained unfilled as at April 2005. Likewise, in order to minimize overhead costs, part of the office space was sublet to another United Nations office. The Administration, however, noted that understaffing a project of this magnitude during the development phase carried significant risk; hence, attention to detail should be considered in order to prevent problems later in the project.

21. While the Board recognizes the efforts of the Administration to reduce administrative expenses, it remains concerned that the budget for such costs continued to rise, notwithstanding the fact that the project is still in its pre-construction phase.

Swing space

22. The Board noted in its previous report (A/59/161, para. 42) that the projected availability of the United Nations consolidated swing space building (to be called UNDC-5) had been moved from September 2005 to the end of January 2008. This delay of 27 months was caused by factors such as the selection of the architects through a competition instead of using those who had designed other United Nations Development Corporation buildings, and the unresolved issue of financing the construction. The United Nations Development Corporation had planned to issue tax-free bonds to finance the construction, but such a tax-free scheme is not allowed under the United States tax code.

23. The Administration reported in early 2005 that the earliest the building could be completed would now be 2010, meaning that the construction phase would be delayed by another two years and the cost increased by an estimated 3.5 per cent per annum. The Board noted that the latter estimate did not include the new design for the alternative building.

24. The Secretary-General reported in April 2005 that the latest cost estimate for UNDC-5 was \$552 million (exclusive of management and bond costs), plus an additional \$17 million contingency as suggested by the United Nations programme manager. The total estimate of \$569 million is 80 per cent higher than the preliminary estimate of \$315.8 million made in September 2002.

25. On 18 February 2005, another contract was amended to include the exploration of options for swing space for an additional \$153,000. Then on 9 March, the Administration retained the services of a real estate consultant to identify alternatives for swing space with a contract for \$75,000. By 22 April, the Secretary-General had reported that the viability of UNDC-5 was in question owing to the non-passage of legislation by the New York State Legislature allowing its

construction to proceed. As a result, alternative solutions were being considered by the Administration.

26. In his report of 20 May 2005 (A/59/441/Add.1), the Secretary-General suggested that the Organization should continue to support the United Nations Development Corporation in seeking approval to use the proposed site for UNDC-5 since this is in the long-term best interest of the Organization. He stressed, however, that even if the legislation were passed, the building would not be ready for occupancy until 2010 at the earliest. He also stressed that the refurbishment of the complex would begin in 2007, as scheduled, although the delay had already affected the overall schedule and the cost of the project. He stated his belief that the Organization should proceed with leasing space in the New York area and with an on-time refurbishment start date of 2007 because of the current poor condition of the complex and uncertainty regarding the approval of UNDC-5 and its timely construction.

27. The work on the design development submittal phase for the Dag Hammarskjöld Library (contract E) was put on hold pending a decision on the issue of swing space. Likewise, the development of layouts and designs for a primary (off-site) tech centre (contract B) is contingent on a decision to proceed with UNDC-5 or the selection of an alternative off-site location.

28. The Board is concerned that delays in concluding the swing space issues may further delay the completion of the design development phase, as other works are dependent on the option to be taken, as well as lead to increased costs.

Progress of technical preparations

29. The General Assembly requested that the Secretary-General put in place strict control standards for all phases of the capital master plan to ensure that there are no cost overruns and that the project is completed successfully within the envisaged time frame and budget and within the agreed technical specifications (resolution 57/292, sect. II, para. 18). Accordingly, the Administration contracted the services of a programme management firm on 4 October 2004 to oversee the management of design and construction documentation services, among other things.

30. Three phases in the implementation of the capital master plan were set out in the report of the Secretary-General (see A/57/285, annex I), namely, the study phase; the design phase, composed of the preliminary design, design development and construction documentation; and the procurement and construction phase.

31. By May 2005, the refurbishment of the United Nations Headquarters was in the design development phase. The first activity in that phase was the confirmation of the details of the scope of refurbishment of buildings, site and systems, in accordance with General Assembly resolution 57/292, for which the expected output would be a scope confirmation report (see A/59/441, para. 41). That report would be the basis for detailed design development work, as well as the cost estimates. The design development work would be followed by the construction documentation phase, in which the final drawings and specifications to be used for bidding and construction would be prepared (ibid., para. 44).

32. In its review of time lines for deliverables, the Board noted that there had been a delay in the approval of scope confirmation reports relating to four contracts (contracts B, C, D and E) for design development. The contracts called for the reports to be submitted by the professional firms within eight weeks of an orientation meeting and allotted one month for review by the capital master plan staff, allowing a total of approximately three months for approval. However, confirmation reports on the above-mentioned contracts were approved eight months or so after the orientation meeting, and no scope confirmation report for contract F had been approved by April 2005.

33. Besides the swing space issue mentioned above, the Board noted that delays could be attributed to extensive cross-contract coordination and to multiple reviews for accurate scope confirmation wherein the work or output under one contract could affect the work or output under another. An additional delaying factor was the engagement of services of the programme management firm several months after the professional firms had commenced work for the preparation and submission of the scope confirmation reports.

34. The Administration informed the Board that the programme management firm had recommended that the development of drawings and specifications commence only after scope confirmation, technical studies, guidelines and space programming had been largely completed, rather than running in parallel. Consequently, the completion date for design development, previously set at September 2005, was extended to December 2005, and the development of construction documents was expected to be completed by late 2006 or early 2007. The Secretary-General had anticipated that the design development phase would be completed in 2004 and the construction documentation phase by the end of 2005 (*ibid.*, para. 52). **The Board is again concerned that further extension of the design phase may result in further delays in the overall implementation of the capital master plan, with increased cost implications.**

35. The contracts entered into in 2004 for the design development phase and the total amount of \$663,976 paid to the contractors covering the equivalent work completed, which is 7 per cent of the aggregate amount of \$10.09 million as at 31 December 2004, are set out in table 5.

Table 5
Status of design contracts entered into in 2004
(as at 31 December 2004)

<i>Contract</i>	<i>Contract amount</i> <i>(United States dollars)</i>	<i>Payment amount</i>	<i>Date of contract</i>	<i>Orientation meeting</i>	<i>Deadline for approval of scope confirmation report</i>	<i>Date of approval of scope confirmation report</i>
A. Functional and relocation programming services	564 375	353 209	2 January 2004		Not required	Not required
B. Provision of architectural and engineering design for infrastructure, basement, garage, North Lawn and United Nations Institute for Training and Research building	3 331 898	111 714	25 June 2004	13 July 2004	7 October 2004	March 2005
C. Architectural and engineering design for General Assembly and Conference Buildings	2 883 713	87 562	25 June 2004	22 July 2004	22 October 2004	March 2005
D. Architectural and engineering design for Secretariat and South Annex building	1 740 605	42 266	22 September 2004	13 October 2004	13 January 2005	March 2005
E. Architectural and engineering design for Dag Hammarskjöld Library building	519 492	23 086	25 June 2004	22 July 2004	22 October 2004	March 2005
F. Provision of design and consulting services	1 057 125	46 139	25 June 2004	19 July 2004	19 October 2004	Still under review
Total	10 097 208	663 976	—	—	—	—

36. The Administration informed the Board that, in coordination with the programme management firm, it would continue to improve coordination on a list of issues which the firm had developed. Those issues are reviewed during weekly meetings of the project managers and at regular biweekly meetings with each design team, as well as at frequent cross-project meetings. The Administration also informed the Board that it would improve other tracking and management steps required to meet the schedule for completion of the design documents for the refurbishment as well as the steps required for reasons of overhead cost control, the production of design documents of the highest quality and the principle of meeting commitments. The Administration noted, however, that the critical steps for starting the refurbishment were the selection and implementation of a swing space solution and the resolution of construction phase funding, and not the completion of the design documents relating to the refurbishment.

37. **The Board recommends that the Administration, in coordination with the programme management firm and if warranted under the circumstances, review the procedures for coordination of work and activities among the professional firms engaged for the design phase to ensure that the work is completed within the envisaged time frame and budget.**

2. Procurement and contracting

Possible funding arrangements

Advisory board

38. In 2002 the Secretary-General expressed in his report (A/57/285 and Corr.1) his intention, approved by the General Assembly in its resolution 57/292, to establish an advisory board to advise him on financial matters and to provide advice on overall project issues. By May 2005, the advisory board had not yet been established, and only a list of potential candidates selected from among prominent persons had been prepared.

39. The Administration informed the Board that the prominent candidates had declined to serve, despite their expression of support and encouragement for the capital master plan, for the following reasons: (a) the advisory board would require enormous knowledge of the plan itself and an ongoing time commitment on the part of the individuals concerned; (b) they felt that the members of the advisory board would take on an implied liability, which they saw as undesirable; (c) they indicated that such advice was better obtained from working experts in the respective fields; and (d) those persons prominent in their respective fields, by the nature of the expertise involved, could also be competitors, and participation in the advisory board would make them ineligible to compete as contractors. On the basis of that information, a request for expressions of interest had been issued for a firm to act as consultant and adviser on the financing issues. The Administration concluded that an advisory board could not be established at this time.

40. **The Board recommends that the Secretary-General consider, in the future, establishing the planned advisory board to advise him on financial matters in respect of the capital master plan.**

Financing options

41. In his second annual progress report (A/59/441), the Secretary-General detailed the offer received from the host country of a loan of \$1.2 billion for financing the capital master plan at an interest rate of 5.54 per cent per annum. The total principal and interest to be repaid over the life of the loan, including the construction phase, would amount to \$2.511 billion. On 15 March 2005, the Under-Secretary-General for Management received a formal loan offer from the host country for a repayment period of over 30 years.

Assessed contributions

42. Another approach to meeting the costs of the capital master plan would be arrangements with Member States involving a cash payment option based on a one-time assessment or multi-year special assessments, requiring a financial outlay, for which a projection of the construction activities and related costs based on certain

assumptions, as well as a working capital reserve, would be needed (see A/59/441/Add.1). The Secretary-General projected an illustrative example of the construction disbursements under the capital master plan, exclusive of swing space costs, and thus of the assessments required (see table 6).

Table 6
Projected construction disbursements under the capital master plan
(Millions of United States dollars)

	2003-2006	2007	2008	2009	2010	2011	Total
Range	—	86-186	260-360	220-320	88-188	0-100	—
Mean of range	59	136	310	270	138	40	953

43. With respect to the working capital reserve, the Secretary-General reported that he would submit a proposal to be included in his third annual progress report on the implementation of the capital master plan to the General Assembly at its sixtieth session.

44. The Administration informed the Board that the General Assembly was to take up the loan offer and possibly other funding options at the resumed part of its fifty-ninth session, in May 2005, and that the construction documentation phase would proceed after the design development phase, should a funding decision be taken by the Assembly at the resumed part of its session. A decision was not yet available at the time the present report was finalized.

45. **The Board recognizes that the basic issue to be resolved remains the source of funding requirements, beyond the issue of the legal agreements on the swing space, and that until these two issues are settled, the scheduling and cost of the other activities may be affected.** Although the technical preparations and the swing space are equally important in the implementation of the plan, the capital master plan project will not materialize without the necessary funds. **Thus, the Board is concerned that the preparations undertaken so far could to some extent become irrelevant if the funding arrangements, as well as the appropriate legal arrangements, are not promptly finalized.**

3. Cases of fraud and presumptive fraud

46. The Administration informed the Board that there were no cases of fraud or presumptive fraud during the year ended 31 December 2004.

D. Acknowledgement

47. The Board of Auditors wishes to express its appreciation for the cooperation and assistance extended by the Secretary-General, the Under-Secretary-General for Management, the Officer-in-Charge of the capital master plan project and the members of their staffs.

(Signed) Guillermo N. **Carague**
Chairman, Commission on Audit, Republic of the Philippines
Chairman, United Nations Board of Auditors
(Lead Auditor)

(Signed) Shauket A. **Fakie**
Auditor-General of the Republic of South Africa

(Signed) Philippe **Séguin**
First President of the Court of Accounts of France

1 July 2005

Note: The members of the Board of Auditors have signed only the original English version of the report.

Annex**Summary of the status of implementation of recommendations for the biennium ended 31 December 2003***

<i>Topic</i>	<i>Implemented*</i>	<i>Under Implementation*</i>	<i>Not implemented</i>	<i>Total</i>	<i>Relevant paragraphs in the present report</i>
Procurement and contracting					
Contracts award through bidding	para. 34	—	—	1	—
Programme management					
Design development and construction documentation phases	—	para. 43	—	1	paras. 22-37
Administrative and management costs	para. 45	—	—	1	—
Total	2	1		3	
Percentage	66.67	33.33		100	

* See A/59/161.

**STATEMENT OF NEW YORK STATE SENATOR MARTIN J. GOLDEN
BEFORE THE UNITED STATES SENATE COMMITTEE ON
HOMELAND SECURITY AND PUBLIC AFFAIRS**

"US Financial Involvement in Renovation of UN Headquarters"

Tuesday, July 21, 2005

Chairman Coburn, members of the Subcommittee, and invited guests I am New York State Senator Martin J. Golden of Brooklyn, NY. On behalf of my New York State Senate Republican Majority colleagues, I want to thank you for this opportunity to testify and explain to the subcommittee members my efforts to put a stop to a crucial piece of New York State legislation necessary for the United Nations planned renovation and expansion.

Typically, a New York State Senator rarely engages in issues with International Organizations. But late in the fall of 2004, it was brought to my attention that a bill was poised for passage, in the New York State Senate which would eliminate a children's playground adjacent to the United Nations and swap it for another site, thereby allowing the United Nations renovation and expansion project to move forward.

Land swap deals that improve public space are fairly commonplace in New York State because they have community support and in some instances municipalities are required to get approval from the Legislature.

Supporters of the bill believe that the continued vitality of the United Nations site is important to the City of New York, the State and the world community. The intent of the bill is to foster an appropriate planning process with due deference to the need of the local community for parks and historic preservation.

I agree that the continued vitality of the United Nations site is important to the City of New York, the State and the world community. But I objected to rewarding the United Nations taxpayer dollars and the privilege of expanding in New York because it is a mismanaged and deeply troubled organization.

United Nations leadership is responsible for the organizational mismanagement and the blame falls squarely on the shoulders of Secretary General Kofi Annan.

Under Mr. Annan's tenure, he presided over the shameful Oil-For-Food Program, in what appears to be the largest dollar-for-dollar humanitarian scandal in world history. I simply could not trust the United Nations under Mr. Annan's leadership with taxpayer dollars and will not support the Legislation to allow the privilege of expanding the United Nations in New York.

I found Mr. Annan's office treatment of Senators Sessions' and Coleman's inquiries and other Senate inquiries about the United Nations renovation and expansion proposal outrageous. United States Senator Sessions inquires where for the benefit of the American taxpayer who is responsible for the proposed \$1.2 billion loan and yearly operating costs.

Ultimately, this stonewalling is indicative of the mismanagement and potential for the United Nations to waste millions of taxpayer dollars on their renovation and expansion plans. The world's premiere developer Mr. Donald Trump estimates that the world body stands to waste hundreds of millions of dollars due to incompetence and theft. I value Mr. Trump's opinion and share his concerns.

When I first expressed my opposition to the United Nations expansion, Secretary General Kofi Annan probably had no idea where Bay Ridge Brooklyn was or for that matter who I am. He had no idea how seriously I take my oath of office to uphold the Constitution of the United States and State of NY.

Yet, this issue has brought me here before this subcommittee because expanding the United Nations under Mr. Annan's leadership is not reflective of New York's diverse population which is represented by a Majority of State Senators with conservative values.

Some New York State Senators had objections based on terrorism concerns like Senator Michael Balboni, of Long Island, who pointed out that the plan to upgrade the United Nations involves putting a 35-story building on top of what is listed as a major terrorist target -- the Queens Midtown Tunnel.

Every driver going through there would be burdened by whatever security precautions are put into place. Over 80,000 vehicles pass through the Queens-Midtown Tunnel daily. Restricting use of the tunnel is not just an inconvenience, but also an economic hardship.

Other State Senators, such as Serf Maltese of Queens, had deep philosophical objections towards the United Nations because of anti-Americanism, anti-Semitism, human rights violations by United Nations staffers, unpaid parking tickets, and other issues.

An issue we all agreed upon was about the scandalous United Nations Oil-For-Food Program.

My opposition and the amount of negative publicity associated with getting the bill passed in the New York State Senate set off an intense lobbying effort.

Despite intense lobbying efforts, I told the people supporting New York State Senate passage of the Legislation that my request is simple: Kofi Annan must resign before I will support the bill.

The resignation of Kofi Annan would be the beginning of a systematic change to the management and oversight of the United Nations.

I understand that the United Nations generates tax revenues and adds to the international appeal of the City of New York. However, in my opinion I firmly believe that the United Nations will remain in New York City despite my staunch opposition to State Legislation, Kofi Annan's leadership, the use of taxpayer dollars and my philosophical objections towards the United Nations.

In my heart, I know that I made the right decision for the people in my Senate District, the City and State of New York, and for America.

Thank you for the courtesy of your time.

**Senate Homeland Security and Governmental Affairs Committee
Subcommittee on Federal Financial Management, Government
Information, and International Security**

“U.S. Financial Involvement in Renovation of U.N. Headquarters”

July 21, 2005

**Testimony of Donald J. Trump, Chairman and President, The Trump
Organization**

Well, thank you very much, Mr. Chairman, and members of the Subcommittee. It's a great honor to have been invited, and if I can lend a hand, I would certainly love to do so. I have to start by saying I'm a big fan, a very big fan of the United Nations, and all it stands for. I can't speak as to what's been happening over the last number of years, because it certainly hasn't been good. But the concept of the United Nations, and the fact that the United Nations is in New York, is very important to me, and very important to the world, as far as I am concerned. So, I am a big fan. Such a fan, in fact, that at great expense, I built a building across the street. It's the tallest apartment house in the world. It's been a tremendously successful building, sold out, and I'm very proud of it. And if the United Nations weren't there, perhaps I wouldn't have built it in that location. So, it means quite a bit to me.

My involvement with the United Nations began with a letter, which I will give to the Subcommittee, from the Ambassador to the United Nations from Sweden. It's a long letter, and a very beautifully written letter, and essentially, he read an article about the success of the Trump World Tower, which is the building that I can show you, right here, which is, as you can see, very, very substantially taller than the United Nations, bigger than the United Nations. And he read an article in the New York Times, saying that the building cost approximately \$300 million to build. So, he wrote me a letter, and ultimately called me, and said is it possible that that building cost \$300 million, because it just seems so much bigger, and so much better, and so much more expensive, and so much more luxurious. And how could you have done that for \$300 million dollars, when, at that time, Senator, they were talking about \$1.5 billion dollars to renovate the United Nations. And this was around December of 2000. I said well, there's only two reasons. Either gross incompetence, or something far worse than that. And you know what the something is, and that's corruption. Because there's absolutely no way that that building should cost \$1.5 billion dollars to build.

And I did a chart, and I looked at other buildings, and I heard the numbers today, and I'm very impressed with Mr. Burnam, but it's not his business. Mr. Burnam is in a different business. And the man he hired, who has done some work, I guess, has just been on the payroll for two days, so perhaps he'll be a great genius, and he'll bring down the cost to what it should be, which I think is about \$700 million dollars, tops, and that's complete.

But I did a little chart, and I looked at buildings that were comparable that I built. And I looked at fees, also. Architectural fees. The architectural fee for this building, and you have to understand, a residential, luxury building is far more complex than an open-floor office building to build. It's much more...you have many more bathrooms, you have many more kitchens, you have many more rooms. It's more complex. An office building is essentially open space with sub-dividers.

So, I looked at it, and I added up some of my costs, and for Trump World Tower, across the street, built not long ago, I spent approximately \$258 a foot. It's the tallest building, tallest residential building in the world. \$258.32 a foot. I have 871 thousand feet. It cost \$225 million dollars to build. Now, anybody that says a building of renovation is more expensive than building a new building, doesn't know the business. Because you have a frame built. You have your foundations built. You have, in many cases, elevators that could be re-utilized in their entirety, but fixed. You have many, many components that can be used. And only a fool...it only costs a fool more money. I did the Grand Hyatt hotel from the old Commodore Hotel. I did Trump International Hotel and Tower from the old Gulf and Western building at 1 Central Park West, if you remember. I did the Trump Park Avenue Building from the Delmonaco Hotel. I love doing renovation, because it costs you half. It doesn't cost you more. It costs you less, if you know what you're doing. Now if you don't know what you're doing, it can be built with cost overruns, etc., etc.

So I looked at a couple of other buildings, 40 Wall Street is a building, which is unfortunately and sadly, now the tallest building in downtown Manhattan. Sadly, because the World Trade Center came down. It replaced 40 Wall Street. It was actually the tallest building in the world for a period of one year, and then superseded by the Chrysler Building, and then the Empire State Building. But downtown Manhattan, it was superseded by the World Trade Center. So 40 Wall Street's approximately 72 stories tall. It was a complete gut renovation, identical to what you're doing. We put all brand new windows, brand new everything in it. And I have a renovation cost of let's say, \$100 dollars a foot, if you add everything. And that would mean that your job would cost somewhere in the neighborhood of half the number that you're talking about, and even less. The way I look at it, the number that they're talking about, and I agree with Senator Sessions, is close to six or seven hundred dollars a foot. They're not adding garages, and by the way, garages are very inexpensive to renovate, so that brings the number way down. They're not adding a lot of things that have to be added.

When I went to see the administration, and when I went to see Kofi Annan, I was actually quite excited. Because I thought that I could save this country, this world, everybody, including myself, a lot of money, just by sitting down and having a meeting.

Unfortunately, as our great Senator to my right said, there was just no response. They didn't really care. It got a lot of press. I walked into the room, and I sat down. I felt like a head of state. I was sitting with Kofi Annan, and a door opened, and there were literally hundreds of reporters taking my picture. I said, "What are we doing? I just want to tell you, I can build a building a lot cheaper." And that was the end of it.

I wrote letters, and you have copies of the letters. I wrote letters after the meeting. I thought the meeting went amazingly well. I was expecting a call the following day from...whether it's Kofi Annan or his people. At that time, it was a man named Connors. I met with Mr. Connors. Mr. Connors didn't know the first thing about what he was doing. He didn't know whether or not the curtain wall was going to be new, old, and didn't even know what a curtain wall was. I said, "What are you going to be doing with the curtain wall?"

He said, "What is a curtain wall?" Now, he was in charge of the project. The curtain wall is the skin of the building.

I said, "Will it be new or old?"

He said, "I don't know."

I said, "Are you using New York Steam? Or are you using a new boiler system?"

He said, "I don't know what New York Steam is." It's a very common form of heating in the building. He had no clue. And the price, at that time, was \$1.5 billion dollars. I mean, I don't know why it came down, because the world has gone up. But it came down. That was in the year, approximately 2000-2001. So he didn't have a clue. I don't know if he's still there. Perhaps he is. The one thing I found him very, very good at, is that he didn't want to lose control of this project. He was a man that absolutely wanted to keep control of the project, but he didn't have even the slightest inkling of what it was all about. Knew nothing about it. He then told me that he may move people out. He may not move people out. He didn't know. He thought he might. He wasn't sure. He had no...he just didn't know.

So, I went through a whole list of questions for him, and then I realized that the United Nations is in serious trouble, because the \$1.5 billion that they were talking about, there was no way it was going to happen for that. And I say today, that the \$1.2 billion, which they brought down, even though it's basically the same work, and even though things have gotten more expensive, so I don't know why they brought it down, because I don't think they brought it down for any particular reason. But the \$1.2 billion, in my opinion, and I'll be sitting here in three years. And I'll be saying, and I'm going to predict that it'll cost over \$3 billion dollars, because they just don't know.

I was very impressed with Mr. Burnam, but again, you have to deal in New York City construction, to see what tough people are all about, to see what tough contractors are all about. And if you haven't done it, they...you're not going to...you're going to go to school,

and they're just going to take you lunch, and you're just not going to even know what happened. So this project, at \$1.2 billion, will cost, in my opinion, \$3 billion dollars. In my own opinion, however, in my real opinion, it should cost approximately \$700 million dollars. I've been listening to a couple of different things. Number one, swing space. I don't think you need swing space. First of all, what landlord in New York is going to rent space for a year and a half or two years? Who's going to do that? You're going to give up a building for a year and half or two years, and say oh, good. You just go in, mess up my building for a short term, and then move out? Nobody's going to do that, unless they are totally desperate. And you don't have to be desperate in New York. It's the hottest real estate market in the world, today probably, and I'm saying, where are they going to find this space to start off with?

It's going to be a disaster. And if you know your New York City landlords, and some of you do, there is no worse human being on Earth, okay? They are going to have more fun with these folks from the United Nations, when it comes to signing that lease. And the United Nations, their heads will be spinning. Assuming there's honesty, their heads will be spinning. So, I don't know where they're going to get the space. They're going to have to pay so much, and no landlord's going to fix the space. I mean, you know, I'm listening to these people that are very naive, and I respect them, but they're very naive in this world. Now, I might be naive in their world. But in this world, they're naive. To think that they're going to go into a building and rent hundreds and hundreds of thousands of feet of space, if they can find such a building, and I don't know of any building like that, and then, they're not going to have to pay for the renovation of that space and fixing up the space, for a couple of years. Now, people do that, but they sign 25 and 30 year leases. I don't mind going into an office building and fixing up space, but I sign a thirty year lease, or a twenty year lease, or at least a fifteen year lease. These people are going to sign a one or a two year lease? It's ridiculous.

So, their concept of swing space, in my opinion, doesn't work from an economic...and the number of \$98 million dollars is a joke. Because that number will be hundreds and hundreds of millions of dollars, in just the renovation costs alone. One of the things that I had mentioned to Kofi Annan and the whole group, when I was at the meeting, was that there's not reason to move anybody out. In New York City, we have a lot of asbestos buildings. And there's a whole debate about asbestos. I mean, a lot of people could say that if the World Trade Center had asbestos, it wouldn't have burned down. It wouldn't have melted, okay? A lot of people think asbestos...a lot of people in my industry think asbestos is the greatest fire-proofing material ever made. And I can tell you that I've seen tests of asbestos, vs. the new material that's being used, and it's not even a contest. It's like a heavyweight champion against a lightweight from high school. But in your great wisdom, you folks have said asbestos is a horrible material, so it has to be removed. Space is constantly being renovated. Asbestos is constantly being gotten rid of, with tenants in possession. You sit there. They wrap it, they conceal it, they do it. They do it in many professional firms. They move the asbestos. Estee Lauder's company, they did it while they were in possession. I could name a hundred tenants where it's been done while they sit in their offices, literally working. Sometimes it's done over weekends. Sometimes it's done at a little different time. They take sections of offices and they do it, and the

people move from that section to another section, and they're inconvenienced for a day and a half. And then they rebuild the office. So, the concept of moving to swing space, dealing with New York City landlords, is absolutely ridiculous. Absolutely ridiculous.

Now, you can do the entire building...you can put new skin on the building. You can put...you see, the piping, you don't have that much piping, because the bathrooms are all centralized. You know, not every office has a bathroom. It's not like in an apartment house. But you can do this entire building, like I did the Grand Hyatt Hotel, I took the old Commodore Hotel, then made it into the Grand Hyatt Hotel on 42nd Street and Park Avenue. It's a great success. I did it with many buildings. I've done this with many buildings. But it's not necessary to have everybody leave the building, in order to rebuild the building. And you don't have to necessarily even do it at one floor at a time. You can either fix the skin, or put a new skin on the building, and what you do is you the roof first, and you seal it, and you get a thirty year guarantee. You then bring...and what I do best in life is build. Even better than The Apprentice, I must say. The thing I do best is build. But you put a new roof, as I did with the Commodore Hotel into the Grand Hyatt. You put a brand new 20 or 30 year roof, that's a guaranteed roof, and now your roof is done. Like an umbrella. And then you bring the skin down. And as you're bringing the skin down, you're taking the old skin off.

So by the time, and you literally have very little gap, very little space. But you're bringing the new skin down, and it's just...think of an umbrella. You're bringing the brand...and you should put new skin. This skin has been up there for many, sixty years. It's over. Now you can copy the skin identically. You can copy the color of the glass identically. You can bring in all the modern technology, including triple pane or double pane glass, in terms of heat and cooling and everything else. But you bring the skin down, and as it's...you have scaffold...and as it's coming down, the old skin is coming off. Everything sealed up beautifully. In the meantime, inside, your pipes are going up, your asbestos is coming out, your electric is being redone. You have companies that do nothing but redo electric. Now, these are different companies. You have companies that do new electric. They wouldn't know how to redo electric. Then you have companies that redo electric. They don't know how to do new electric. I mean, it's just a specialty. But you have special people that redo apartments, which are being renovated all the time, with people in possession, that redo all sorts of buildings. I just built a building on Park Avenue and 59th Street. I had tenants in possession when I did it. I mean, I built a major building, essentially brand new. The old Delmonico Hotel. And I had people living in the building when I did a major, \$100 million dollar job. It's a \$200 million dollar building. So the concept of moving to another location, and getting everybody out of this building, is absolutely asinine, and will cost you so much money, you're not even going to believe it. And then, you're going to have to move in.

Many other things. When I did the Wollman Rink, the City of New York was boggled down for a period of seven years. They had spent \$21 million dollars. It was a tremendous embarrassment to the Koch administration. And I said I'd like to take over the project. And they said, the New York Times came out with an editorial. The New York Post came out with a great editorial. And they said let Trump do it. And finally, the

city let me do it, and I rebuilt...and believe me, I used nothing that was there before. Everything had to be gutted out, because it was totally, incompetently done. Seven years, \$21 million dollars. I redid it, and the Senator remembers this very well, I guess. I redid it in three months for \$1.8 million dollars, and it opened, and I still run it today, and that was quite a while ago. This is no different, and in fact, in a certain way, this is even easier. All week long, you have tenants in New York renovating their space. You have buildings being renovated with what we call tenants in possession. I mean, there are tenants in possession...they're in possession of the space.

Now, I listened to one thing, and I've seen one thing, and one number that sticks out more than all of the rest. Because whether or not somebody doesn't know what New York Steam is, or what boilers are, and whether or not they have boiler rooms, which the people at the United Nations didn't do. But the number of \$44 million dollars for an architect, is one of the great numbers in the history...In fact, I think this man is a genius, whoever he may be, wherever he may be in Italy. I think he's a great genius. I would like to meet him. He is, without question, the richest architect in the world. And I listened, as one person said, I think they only got \$500,000. Another person said, I think they got a million, and then changed their mind, and it was \$7.8 million. And then I listened to Senator Sessions, who actually did his homework, said they got paid \$27 million dollars, because you were able to check the books. So they got paid \$27 million dollars. They haven't done anything. They don't even have plans. Nobody even knows what they're building, and they got paid \$27 million dollars.

Now, I have respect for a lot of people. And I have great respect for architects. But I'm going to give you an example. The tallest residential building in the world, my architect got paid approximately \$1.5 million dollars. This architect got \$44 million dollars. A building at 40 Wall Street, my architect got paid, believe me, peanuts. I think less than \$1.5 million. In Chicago, where I'm building a building of 92 stories at the old Sun Times site, 2.7 million square feet, which is more than the United Nations, if you add up all of the projects that they're talking about, it's larger. Substantially larger. I'm spending \$600 million dollars, and they're saying they're going to spend \$1.2 billion. So they're spending much more...and this is a 92 story building with brand new structure, brand new foundations. I'm building all the roads...Mayor Daley made me build roads around the building. I had no choice, otherwise, if you know Mayor Daley, you're not going to build the building. He's a great mayor, but he made me do that. So all of this is \$600 million dollars, and they're spending \$1.2.

Now, there is no way they're spending \$1.2 billion dollars, in my opinion, and based on what I've heard. When they'd spent \$27 million dollars, and terminated the architect, there's big trouble. Because I don't think they have a new architect. So if they don't have a new architect, who's going to do the plans? And who's going to do the bidding? Because in order to do a job, you have to have a complete set of plans and specs. If you don't have a complete, complete, finished, over, set of plans and specs, you have nothing to bid on. There's no way you can bid. The worst thing you can do, and you said you were in the home building business for a while...the worst thing you can do, as you know, is start a job without complete plans and specs. Because the sub-contractors will eat your lunch,

right? So, it's one of those things. So they don't even have an architect. They spent \$27 million dollars, and they don't have an architect. Now, I have asked, on numerous occasions, to go in, and I would help them. I would love to help them. I don't want any money. I want nothing. I've made a lot of money. I don't care. I want nothing. There are lots of different...you know, if somebody said, what would be your dream on this site, while my dream is a dream that won't happen, but it's a dream that I might tell you. It's a dream to take the United Nations, and the Senator over here is probably going to go crazy, move it to the World Trade Center as a brand new United Nations. Sell the United Nations site, which is one of the greatest sites in the world, for much more money than the whole thing would cost, and you end up building a free United Nations at the World Trade Center, where I don't think anybody's going to want to stay anyway. I think it's going to be a very, very hard rent up at the World Trade Center.

But let's assume that's not going to happen. Not a bad idea, though.

But the fact is that the United Nations building, with all of its buildings, with its parking, should be completed, and I mean completed at a cost of \$700 million dollars. And it's my opinion that it will not be completed for less than three to three and a half billion dollars. They don't know what they're getting into. And please remember this, as somebody that's probably built as much as anybody my age anywhere. I don't know of anybody that's built more. If you don't have a complete set of plans and specifications, there is no way you can build. And from what I understand, they don't even have an architect.

One final point. They give you some nice firms. Turner and this one, and Theobald, and Gardner and Theobald...The fact is, that I can take those same firms, and tell them the way I want it built, and those same firms will come up with prices that are half the price that they're coming up with. They're being told what to do by people that don't know what they're doing. So if I take Turner Construction, which is fine, or if I take a couple of others...and by the way.. When I say fine, fine, but Rolls-Royce. They spend money. But if I take a couple of those firms, and if I show them the right way to do it, and if I lead them down the right way, which is really what a good developer does, that number they're coming up with, will be cut in half. So, that's it. Congratulations. You've got yourself a mess on your hands.

Source: <http://www.radioblogger.com/archives/july.html#000852>

**U.S. Financial Involvement in Renovation of
UN Headquarters**

Senate Hearing: Thursday, July 21, 2005

- **December 11, 2000 Letter to Mr. Trump from Swedish Ambassador Pierre Schori**
- **December 14, 2000 Letter to Secretary General Kofi Annan**
- **December 22, 2000 Letter from Secretary General Kofi Annan**
- **January 9, 2001 Meeting with Secretary General Kofi Annan**
- **January 26, 2001 Letter to Under Secretary General for Management Joseph E. Connor with Expression of Interest for UN Capital Master Plan**
- **February 22, 2001 Letter to Secretary General Kofi Annan**
- **1986 Completion of restoration of Wollman Rink. NYC spent \$21 million over a 7 year period. Trump Organization spent \$1.9 million to restore rink and complete work in 3 months.**
- **2000 40 Wall Street. Renovation of 1.2 million square feet, 72 stories high. Cost \$90 million.**
- **2001 Trump World Tower, 871,000 square feet, 90 stories high; constructed at cost of \$225 million. Architectural costs \$1.8 million**
- **2005 Trump International Hotel & Tower, Chicago 2.7 million square feet, 92 stories high at total construction cost of \$600 million.**

Cost Comparison
Various Trump Projects to
UN Headquarters

	UN <u>Headquarters</u>	40 Wall <u>Street</u>	Trump World <u>Tower</u>	TIHT <u>Chicago</u>
sts				
ing costs)	1,193,000,000	90,000,000	225,000,000	600,000,000
	2,610,000	1,200,000	871,000	2,700,000
	457.09	75.00	258.32	222.22

February 22, 2001

**Mr. Kofi A. Annan
Secretary-General
United Nations Headquarters
New York, NY 10017**

Dear Mr. Secretary:

As you and your colleagues are aware, The Trump Organization has submitted an Expression of Interest to serve as the Project Manager for the United Nations Headquarters rehabilitation. If we are selected, we will save the UN millions of dollars in costs and years of wasted time and relocating.

Upon receiving our submission, however, the UN Procurement Section directed us to submit a Technical Questionnaire in order to be considered for the Capital Master Plan Design Team. We have learned that if we continue with this process, United Nations Regulations will later prohibit my organization from participating in the actual implementation of the renovation program.

Based on our January 9th meeting, I had hoped that you understood my interest in taking part in the UN rehabilitation. Such an endeavor requires a Project Management team to oversee the project from the Preliminary Design Phase through the completion of Construction. One without the other will not work. Unless there is an experienced team to advise you on all project matters, the UN is not likely to have a successful design or construction process. My company's experience will greatly benefit the UN when faced with such issues as the cost effectiveness of a design, New York City construction procedures and trade unions, historic preservation guidelines, and actual construction implementation to name but a few. A mistake can cost the UN time and vast sums of investment capital.

I look forward to discussing this matter with you and your colleagues further. Should you wish to meet with us once again, please do not hesitate to contact my office. Thank you.

Sincerely,

Donald J. Trump

**cc: Joseph E. Connor
Gillian Martin Sorenson**

January 26, 2001

**Mr. Joseph E. Connor
Under-Secretary-General for Management
c/o United Nations Headquarters
Procurement Division/Supplier Roster Group
304 E. 45th Street, Room FF-245
New York, NY 10017**

Dear Mr. Connor:

I am pleased to enclose for you and Ms. Sorensen our Expression of Interest for the United Nations Headquarters Capital Master Plan. Please also note the required certified financial information in the attached sealed envelope.

As we discussed in our meeting on the 9th of January with the Secretary General, The Trump Organization is seeking to serve as the UN's Owner's Representative to manage and supervise the rehabilitation process. Since 1980 The Trump Organization has shown time and again an ability to carry out large and complex construction projects. My company's expertise is most-evident in projects such as the 5,700-unit Trump Place along the Hudson River, the Art Deco 40 Wall Street and the Mobil Five-Star Trump International Hotel, to name but a few. In 1986, after repeated failures by the City of New York, I stepped in and completed the rehabilitation of Wollman Rink in Central Park.

From the design of modern curtain-wall towers to the rehabilitation of national landmarks, all of our developments have been completed on time and under budget. My highly qualified staff brings to each project their backgrounds in the fields of construction, architecture, government and historic preservation. As a team, they possess the technical skills necessary to carry out the rehabilitation of such a worthy monument as the United Nations Headquarters.

It would be a great honor and privilege to be awarded this project. Should you require additional information, please do not hesitate to contact Dominic Bradlee of my office. We look forward to your response.

Sincerely,

Donald J. Trump



THE SECRETARY-GENERAL

Joseph Conte 2
Hans Corell
Mrs. Sorenson

22 December 2000

Dear Mr. Trump,

I was glad to receive your letter dated 14 December 2000, and appreciate your evident interest in the project for renovation of the United Nations buildings.

The challenge before us is to identify ways and means to carry out the complete refurbishment of the United Nations complex in the most cost effective manner. It will also be necessary for us to renovate the buildings with a minimum of disruption to the work of the United Nations. However, temporary relocation of staff for extended periods will be unavoidable and will entail considerable costs. We certainly plan to seek the advice and expertise of others who have experience with renovations of this magnitude.

We will shortly initiate a bidding process for the conceptual design phase. We are hoping to receive wide participation in this exercise and we would welcome your advice or participation. Your letter indicated that you believe the refurbishment could be achieved at an amount substantially below our present estimates. Accordingly, we look forward to your response in the conceptual design phase.

Mr. Donald J. Trump
The Trump Organization
New York

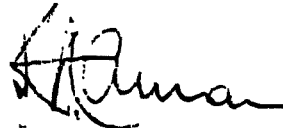
UNEP/WHO/UNEP
GEO 1

2000-12-22

Meanwhile, I am enclosing a copy of my report to the General Assembly on the capital master plan which contains an analysis of the existing conditions and proposes alternative solutions. The Member States have just considered this report and authorized us to proceed with the preparation of a comprehensive design plan and detailed cost analysis.

Once again, I would like to thank you for your letter and for your offer of support. I look forward to discussing the project with you at a mutually convenient date in the coming weeks.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'K. Annan', with a stylized flourish at the end.

Kofi A. Annan



December 14, 2000

**His Excellency Kofi Annan
Secretary General of the United Nations
United Nations Headquarters
New York, NY 10017**

Dear Mr. Secretary General:

Over the last year, a number of senior representatives from within the United Nations have asked for my advice with respect to the rebuilding of the United Nations facilities. During this period I have watched in amazement as costs as high as \$1.5 billion have been mentioned.

Knowing all of the construction and contractor practices in New York, unless this situation is taken into immediate control, the United Nations is in for a serious awakening, especially at the completion of the project, when you see how much money has been spent and wasted.

I intervened in a similar situation sometime ago with regard to the Wollman Skating Rink in Central Park. The City had spent seven years and \$21 million and was unable to open the Rink. The project was a total failure and a public humiliation. I took over the construction, demolished everything and built a new rink in three months for \$1.9 million.

Put simply, and as you are aware, I am building a 90 story building across from the United Nations that is costing approximately \$350 million (and has come in under budget and ahead of schedule). My tower is far more complex mechanically and structurally than the United Nations and it had to be erected from scratch. How can a substantially smaller building cost five times more just to renovate?

THE TRUMP ORGANIZATION

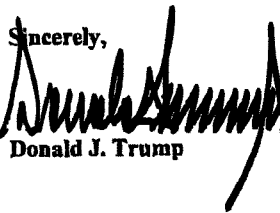
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Mr. Secretary General
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If you would like me to become involved and save the United Nations well over a billion dollars in construction, with the only other difference being that the end result will be a far better one, please let me know. It will be an honor to work with you and your representatives!

I look forward to hearing from you.

With best wishes,

Sincerely,

Donald J. Trump

December 11, 2000

Dag Hammarskjöld:

"Never for the sake of peace and tranquility,
Deny your own experience and convictions".

Between two World Towers

Dear Donald Trump,

As the Swedish ambassador to the United Nations I have the luck to have my office at One Dag Hammarskjöld Plaza. The view from my window on the 46th floor is breath taking. Two buildings dominate the skyline. One projects dynamic entrepreneurship and wealth for the few, the other represents the hopes of the many on this globe for a decent life but is grossly under financed. Both tell us something of the human condition in the 21st century.

To my left I see the Trump World Tower. Many of us gasp in admiration of American craftsmanship and the speed at which the Tower is climbing the skies; a year ago or so my view of the East River was unobstructed. You advertise your Tower as a 90-story condominium of pure luxury, apartments are priced from 800 000 to 14 millions dollars.

To my right I see the United Nations, not reaching half of the height of your tower. That tower is not precisely a symbol of unlimited wealth. The UN, whose main justification of its existence is to preserve world peace, must constantly beg for funds to do the job. The budget for its core functions is about four percent of New York City's annual budget. At the same time, the building has outlived its life. Its users have a lower chance of survival during a fire, consume more energy at a higher cost and face greater obstacles to accessibility and productivity than they would at comparable modern buildings in New York City, to quote a recently released review, the Capital

Master Plan. Necessary upgrades of the 48 year-old institution are estimated to around one billion dollars.

The UN may look like a dwarf next to your Tower, Mr. Trump, but its role for our future is gigantic. No nation can live in splendid isolation in this era of interdependence. The main enemy of peace and democracy today is poverty, which breeds anger, conflict and war. We know the facts: half of the world's population tries to survive on less than 2 dollars a day. And the new threats: in Africa AIDS is now killing at least four times as many people each year as the continent's numerous armed conflicts. The UN is the only organization with mandate and legitimacy to take action on a global scale on behalf of us all. Last week, between your Tower and the UN, we saw and heard how Jews and Muslims in the thousands cried out their anger and anxiety at the tragedy in the Middle East. At the same time Secretary General Kofi Annan played a pivotal role in getting the Israeli and Palestinian leaderships to meet in Cairo to try to find a way out of the crisis. And the road to a just and lasting peace can only be based on UN resolutions.

Now, what's this to me? And to you? Why should we bother?

For me it is not only a professional engagement. On my way to the UN I pass first Dag Hammarskjöld Plaza, then, just in front of your Tower, the Raoul Wallenberg Monument, and once inside the UN the Folke Bernadotte Memorial. These three compatriots of mine were all lost in the service of peace and humanity. Hammarskjöld while trying to save the peace in the Congo, Wallenberg and Bernadotte after having saved tens of thousands of Jews from the Nazis. This is both an inspiration and a call to action for any Swedish diplomat. And my country feels a certain right to demand support for the UN. Since the UN peacekeeping operations were started in 1948 over 750 000 men and women have served under the UN flag. About ten percent of these have come from Sweden. We are committing well over the

UN target of 0,7% of GNP to development aid, convinced that solidarity and socio-economic progress are necessary for peace and security in today's interdependent world.

As a member of the European Union I could add that the EU is doing more than it is supposed to: our share of the UN regular budget is 37% and of UN Funds and programs 50%, while our share of the world GNP is 29%.

And what's it to you, Mr. Trump? Well, your tall, dark and handsome Tower, as you call it, is something of a symbol of the unparalleled economic growth that your country is now experiencing. At the same time it casts a shadow over the UN, given the huge debt that your country owes to the UN. Somehow the respective power and symbolism of the two towers must be reconciled. And I think that we owe it to the many people excluded from the benefits of globalization, and to our children, to change the present state of affairs. If globalization is seen as the enemy to progress, we will all be losers. The Pope is right: if you want peace, work for justice.

It is my pleasure to invite you to come and have a look at the view from my office and discuss the matter. Maybe you also would like to accompany me on a walk to the UN. I'm almost certain that Kofi Annan also would be delighted to see you there.

Pierre Schori